OUR IMPACT 2018
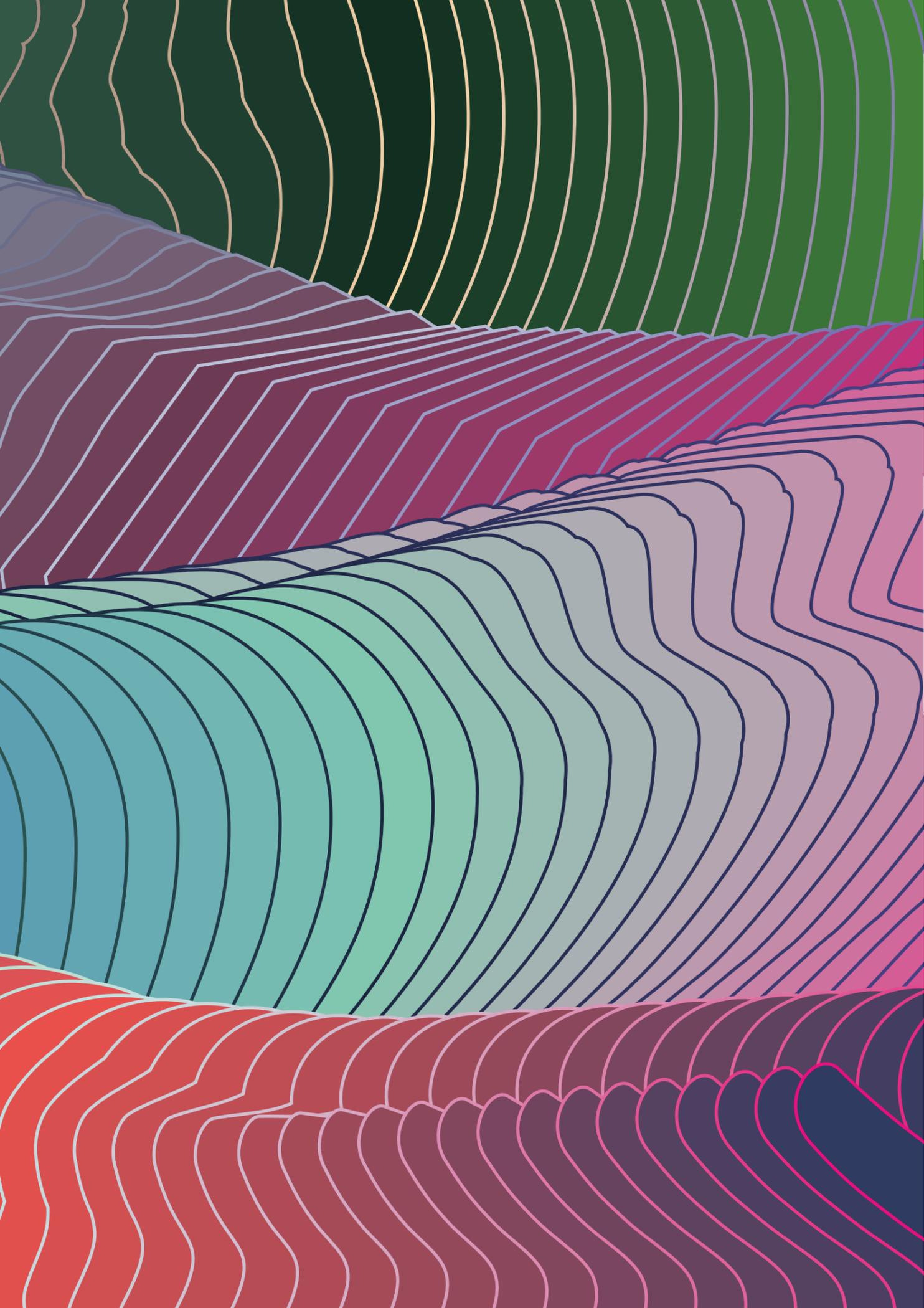
Unleashing the power of social entrepreneurship and innovation to create a better world for children and youth

Reach for Change

"Working with the Reach for Change team is like having a mirror in front of you where you can see and hear how something looks or sounds from another perspective — this has been really valuable for us."

— Stoyana Stoeva, Bulgaria

"Without this funding, it would have been impossible to start the program in the public schools and gain the traction we need."

— Masresha Beniam, Ethiopia

"With the help of the funding and the trainings we have received from Reach for Change, we have been able to lay the foundation of the organization. Now it is up to us to build on it, reach further and achieve even more."

— Sheila Osei Boakye, Ghana

> **"** Through this partnership we get to work closely with social entrepreneurs who are dedicated to changing the outlook for vulnerable children. It is an opportunity for us not only to support them in their entrepreneurial journey and help accelerate their impact, but also to be inspired and to learn from them. **"**
>
> — Georgi Ganev, CEO, Kinnevik AB

> **"** Reach for Change has consistently delivered on all requirements as an execution partner. Through our work together, the social enterprise ecosystem in many of these countries has expanded and the organizations supported have grown. **"**
>
> — Claire Mattei, Director Brand, Communications and Customer Understanding, Millicom (Africa)

> **"** Together with Reach for Change we have developed a unique and innovative approach to doing social good for children and youth that also strengthens our position as a responsible and innovative entertainment company. **"**
>
> — Kim Poder, EVP & CCO, CEO Denmark, Nordic Entertainment Group

Reach for Change

ABOUT US

ENTREPRENEURS FOR CHILDREN

Since 2010, Reach for Change has been empowering social entrepreneurs to develop innovative solutions that create a better world for children and youth.

Who we are

Reach for Change is an international non-profit founded in Sweden. Our vision is a world where all children reach their full potential. We achieve this vision by finding local social entrepreneurs and empowering them to develop and scale innovative solutions that help better the lives of children. We were co-founded by successful entrepreneurs in the non-profit and the business sector in 2010, and since then we have supported more than 1,000 social entrepreneurs in 18 countries across three continents.

What we do

We run development programs for social entrepreneurs who work towards fulfilling children's needs in accordance with the Sustainable Development Goals. The social entrepreneurs are supported to scale their innovations through capacity-building, network connections and funding. We implement our programs through innovative partnerships with actors from all sectors.

About this report

In your hand is our ninth Social Impact Report. It is a summary of the impact we had in 2018, what we did to achieve our vision, and some of the lessons we have learned on the way. The impact reported covers all 16 markets where we supported social ventures, and the financial statements cover all markets but Russia which is an independent franchise. This report can also be found on our website, **reachforchange.org**.

TABLE OF CONTENTS

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

SOLVING THE PUZZLE OF CHANGE

This year, Reach for Change has sought to reach new heights. We have successfully incubated and supported 156 budding social entrepreneurs across three continents. We have built their network and skill set and supported them so that they can tackle and solve the immense and complex challenges our children are facing across our several markets every day.

What we have learned this year, more than ever, is that this is not a journey we can take on our own. For our entrepreneurs to be successful, we must work on challenging the flawed systems and structures that do not allow innovation and cross-sector solutions to thrive. This takes work.

Not only do we need to build our pipeline of entrepreneurs. We need to make sure there is a market that is receptive to social goods and services. We need to promote a narrative where our entrepreneurs share their unique blend of urgency and optimism. We need to make sure that the stories in the margins are being told, and that the voiceless are given a voice. We need to stimulate investment and partnership to make sure that there is flexible capital and partners that are ready to take a chance on scaling new social innovations. Everyday, our tireless team works to not only support our entrepreneurs, but to make sure that the ecosystem around them allows for change.

This year, we have taken some big steps on this journey through an intensified focus on advocacy and constructive dialogues with key stakeholders and decision makers in Sweden, Lithuania, Ghana and Ethiopia. We have deepened our partnerships with corporates that share our purpose across markets such as Bulgaria, Croatia and Denmark. We have facilitated dialogues through #partneringforchange, our call to action across five of our markets.

We have sharpened our programs and execution and taken steps to make our tools public to help democratize the notion of social entrepreneurship. We have secured new like-minded partners, ranging from institutions to the Office of the President in Ghana, to make sure we continually increase our contribution towards the SDGs. We have strengthened our own visual identity to more impactfully tell the stories of our entrepreneurs.

As I look back at this year, I am amazed at the speed and high degree of innovation we have accomplished to reach our Vision 2021. This has only been possible because of our smart, brave and passionate team who work tirelessly every day. We are so grateful for the community of entrepreneurs and partners we are creating every day that share our sense of urgency, but also our sense of possibility. We are all part of the puzzle.

**Sofia Breitholtz
CEO, Reach for Change**

**Annica Johansson
Global Head of Impact,
Reach for Change**

SURVIVAL OF THE "IMPACTFUL-EST"

An impact investor once told me that he assessed his investees' impact measurement based on only one criteria — the extent to which it produced results that were useful for learning and development.

I am a big fan of this mindset because it challenges us to measure the right things. Moreover, it contributes to an organizational culture where imperfect results are expected and welcomed; they are seen as an opportunity to learn and to take responsibility for maximizing return on invested resources. To invest effectively is something that we must all strive for if we are ever to achieve the Sustainable Development Goals.

The non-profit sector is maturing and becoming more and more results oriented. Those without iterative learning and development built into their core processes will not survive the competition for resources and eventually cease to exist — this has been the case in the for-profit sector for decades.

I am very proud of the impact we have achieved in 2018. I am equally excited to see that we have been able to draw some useful insights from our results that will enable us to have even more impact going forward. Some of our most valuable insights are:

• Challenging our search and selection process pays off. To reach our goals, investing in the right social ventures is as important as providing them the right support. In 2018, we launched an updated version of our tool for screening and scoring 'investment readiness'. The higher the investment readiness score, the more likely that the entrepreneur is able to take full advantage of our support and follow their targeted development curve. Among the social ventures selected to the 2018 incubator, the average investment readiness score was 79 out of 100 (read more on page 21). Given this insight, our program team was tasked with the mission to — for the next selection — bring the 79 closer to 100. Measures taken included more targeted search efforts, extended investment readiness support and sometimes not filling all open incubator seats. We are happy to see that among those selected to the 2019 incubator, the average investment readiness score increased from 79 to 89.

• There is opportunity to do more for our second- and third-year social ventures. In 2018, our first-year social ventures made greater progress toward targeted goals than our second- and third-year ventures (read more on page 31). We believe that one reason why is that we have a more refined support system for social ventures in the early stages of their development journey. A priority going forward is to further develop the support we offer to our social ventures that are organizationally more experienced. We are excited to have initiated a partnership with Vinnova, the Swedish government agency for innovation, with the goal to improve our support resources and share them with peers in the Swedish ecosystem for social innovation.

•We should explore how to further support our alumni to scale. 91% of our alumni are still in business, which is a higher percentage than the median of incubated organizations (read more on page 34). Three in four have continued to grow after incubator graduation, however we believe some of our alumni have unrealized potential to scale their impact. Where needed, we are considering extending our incubator support beyond the early growth phase. A promising pilot of such a 'rapid scale' program is up and running in Ethiopia, developed in partnership with the IKEA Foundation.

As we dig deeper for answers, more questions arise. The most essential part of our global impact team's work, is to answer these questions more effectively every year and to guide our co-workers to act on the insights we gain. By sharing our findings, in this report and in others to come, we hope to contribute to the collective knowledge about the most effective ways to achieve the Sustainable Development Goals.

IN 2018 156

WE INCUBATED SOCIAL VENTURES WHO IN TURN SUPPORTED 341,620 CHILDREN AND YOUTH
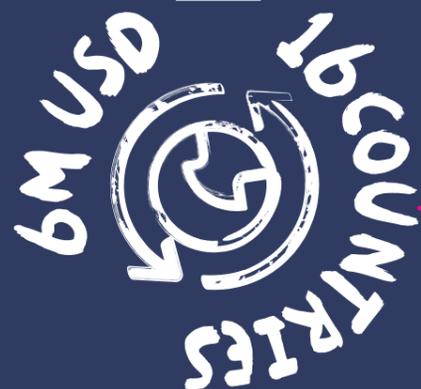
PROBLEM
adressed

Around the world **millions of children's needs are not being met**, and social entrepreneurs who are eager and able to help **lack the support they need to scale their impact.** Reach for Change exists to help bridge the support gap and empower the most high-potential social ventures to develop faster, better and with lower risk of failure.

– RESOURCES
used for our activities

To ensure that more children's needs are met, we invested **$6M USD** in incubators for social ventures in 16 countries.

6M USD · 16 COUNTRIES

–ACTIVITIES
to achieve impact

In our incubators we offered:

Capacity building

Network connections

Grant funding

1 Stamp of approval

In addition to running incubators, we cultivated the ecosystem for social entrepreneurship.

–OUTPUTS
for social ventures in our incubators

We incubated in total **156** social ventures, of which:

100% were capacity-built

93% were connected to useful people or opportunities

33% were grant funded

95% experienced increased credibility

SHORT-TERM –OUTCOMES
for social ventures in our incubators

Our short-term goal is that our social ventures develop **effective solutions** for children and youth and become **ready to scale.** In 2018, **100%** of our social ventures developed, reaching an average of **75%** of their targeted development milestones. Together they supported

341,620 children & youth

LONG-TERM –OUTCOMES
for our alumni

Our long-term goal is that our alumni **scale their impact** to a significant share of their target group, contributing to fulfillment of the **Sustainable Development Goals** for children and youth. **91%** of our alumni are still in business, and **7 in 10** have continued to grow.

PROBLEM ADDRESSED

MILLIONS OF CHILDREN'S NEEDS ARE NOT BEING MET

Although the world is gradually becoming a better place for children, there is still a long way to go.

Given current trends, unless we accelerate progress to meet the child-related SDG targets, 10 million children under five will die from preventable causes between 2017 and 2030, at least 22 million children will miss out on pre-primary education,[1] one in five adolescents will experience a mental health disorder each year, and youth will be three times more likely to be unemployed than adults.[2]

These are just some of the many alarming statistics that show that our societies are not structured as well as they need to be in order to respond adequately to challenges faced by children. **A sustainable future depends on how we meet the needs of children and young people today. We must act now.**

[1] **Progress for every child in the SDG era (UNICEF, 2018)**
[2] **The SDGs Report (UN, 2018)**

" As social entrepreneurs, we all have a dream and are extremely engaged in reaching that dream — but we need support to be able to do it. "

**Anna Lindh,
Right to Play, Sweden**

Social entrepreneurs who are eager and able to help lack the support they need to scale their impact

Our core belief is that human innovation and entrepreneurship are powerful and necessary tools for addressing many of the pressing issues faced by children. We are not the only ones to think so. At the start of 2018, the Swedish Minister of Enterprise concluded that **"We face big societal challenges and the established systems can be too slow or not innovative enough... When the public sector cannot reach all in need, then we need social entrepreneurs."**[3]

There are many social entrepreneurs already out there eager and able to help, but often they lack the support they need to realize their solutions and scale their impact. A recent study observes that *"The undoubtedly largest [unmet] need among social entrepreneurs is access to funding and markets. Thereafter follows a need for advisory and business development to start and to grow, followed by a need for support on impact measurement and reporting."*[4]

Why Reach for Change exists

Reach for Change helps bridge the support gap for the social ventures who have the highest potential to contribute to fulfillment of the Sustainable Development Goals for children and youth. **We find them, believe in them and support them to develop faster, better and with lower risk of failure than they would without our support.** We bet on them at an early stage when few others would and when the risk is high — but so are the potential returns. We step up for them at a critical time when they could either be forced to shut down or empowered to exponentially increase their impact.

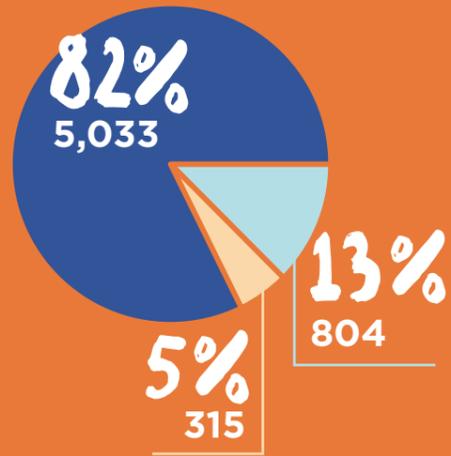[3] **Dagens Nyheter 2018-02-03** | [4] **Vilse i stöddjungeln (2017)**

RESOURCES USED

FINANCIAL RESOURCES
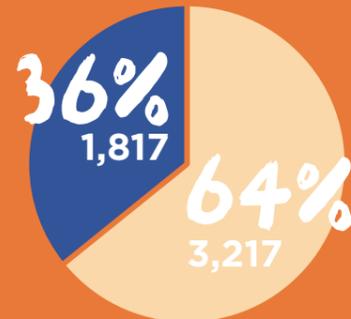
In 2018 we invested a total of $6M USD**, 82% of which was spent on the charitable cause.
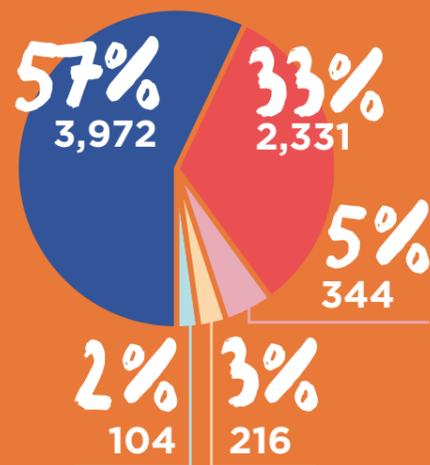
All graph numbers in USD (thousands).*

82%
5,033

13%
804

5%
315

82% was cost for the charitable cause
- Costs for the charitable cause
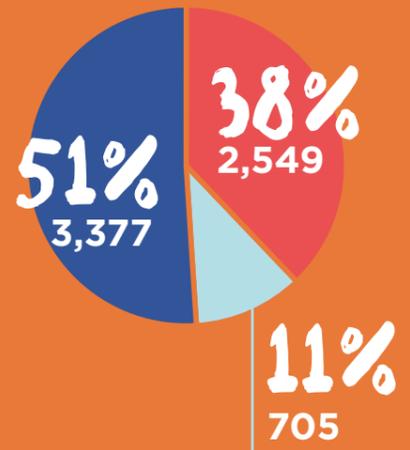- Administration
- Fundraising costs

36%
1,817

64%
3,217

Cost for the charitable cause split on type of support
- Financial incubator support (grants)
- Non-financial incubator support

57%
3,972

33%
2,331

5%
344

2%
104

3%
216

Revenues split by source of income
- Foundations
- Corporations
- Other
- Institutions
- Donations

38%
2,549

51%
3,377

11%
705

Investment per region
- Northern Europe
- Africa
- Central Europe and Kazakhstan

*Currency conversion rate from SEK to USD on 12/31 2018: 0.11127
**In addition Reach for Change Russia (an independent franchise) invested $313 USD (thousands).

NON-FINANCIAL RESOURCES

To deliver our incubator support, we combined our and our partners' human and intellectual capital.

STAFF

56 FULL-TIME EMPLOYEES

11 INTERNS &
1 VOLUNTEER

LOCAL STAFF IN
15 MARKETS

In 2018, Reach for Change's staff consisted of 61 full-time employees, 15 interns and 2 volunteers. The implementation of the program across our markets was carried out by 15 in-country program managers with local knowledge, expertise and networks.

They were supported by regional and global function staff that contributed strategic development, tool creation and implementation training. Together they evaluated and further improved the programs.

PARTNERS **44** PARTNER ORGANIZATIONS:

6 FOUNDATIONS

10 INSTITUTIONS

10 PRO BONO

18 CORPORATES

Reach for Change's programs were delivered in close collaboration with partners from the corporate and public sectors who, alongside funding, brought invaluable resources to our social ventures.

These included elements like business expertise, networking contacts, and media exposure.
Our partners are integral to our program delivery.
For more information on our partnerships read page 52.

METHOD

ONLINE RESOURCE CENTRE WITH **117** RESOURCES
to guide social entrepreneurs towards sustainably scaling effective solutions

18 LECTURES   **40** TOOLS   **4** QUIZZES

46 ARTICLES   **9** ASSIGNMENTS

The methodology of our incubator program is designed based on our 9 years of experience supporting social entrepreneurs. It centers around the Development Tracker, a tool consisting of development milestones that like a map or curriculum sets out what is to be achieved during the program. Our primary method to help our

social ventures achieve these milestones is one-to-one, needs based and on-the-ground capacity-building support from our team and from partner advisors, mentors and consultants. All support resources can be accessed and independently used by our social ventures through our online Resource Centre.

ACTIVITIES & OUTPUTS

SEARCH AND SELECTION

To reach our goals, investing in the right social ventures is as important as providing them the right support. More than 1,000 social ventures from around the world applied to our 2018 incubator. 41 were selected, joining the 115 selected in previous years.

Who are we looking for?

Passionate and committed leaders and teams with strong ethics

Working towards one of the nearly 40 SDG (Sustainable Development Goals) targets for children and youth

Can clearly describe how their solution leads to the targeted impact goals

Potential for financial sustainability and strong impact scaling

How do we find them?

Campaigns and applications

Scouting and headhunting in our networks

Screening by Reach for Change and subject matter experts

Face-to-face interviews

Site visits and references

Investment readiness support

Pitch to a jury

1,112 social ventures applied to our 2018 incubator

274 were supported towards investment readiness*

41 new social ventures were selected to the incubator, joining the 115 selected in previous years

* **Investment readiness** is the extent to which a social enterprise is ready for Reach for Change investment, i.e. selection to our incubator.

We assess investment readiness through the Investment Readiness Diagnostic, an assessment tool with 12 investment criteria for the applicant to fulfill, e.g. the problem addressed is clearly defined, and the scope and severity of the problem are backed up with data from a reliable source.

Meeting all 12 criteria means that the entrepreneur achieves an investment readiness score of 100. Among the entrepreneurs selected to the 2018 incubator, the average score was 79 out of 100, which prompted our program team to take measures to bring the score closer to 100. We are happy to see that, among those selected to the 2019 incubator, the average score increased from 79 to 89.

*The 2018 investment readiness assessment was made for 36 new selects in 8 countries, out of 41 new selects in 9 countries.

OUR INCUBATOR SUPPORT

We help social ventures develop effective solutions and become ready to scale through grant funding, capacity building, network connections and our stamp of approval. Our incubator program generally lasts up to three years.

Hundreds of other smart, brave and passionate social entrepreneurs!

Anna Lindh & Thomas Breisten
Right To Play
Page 48

Masresha Beniam
OmniCoders
Page 44

Maya Doneva & Stoyana Stoeva
The Social Teahouse
Page 46

AnneSofie Blixt
Tilia
Page 40

Sheila Osei Boakye
Literacy for Life
Page 42

Reach for Change

Grant funding

Select social ventures are offered unrestricted financial support for developing and delivering their solution and for strengthening the capacity and capabilities of their team.

Capacity building

We offer advisory, technical training, mentoring, coaching and peer-to-peer exchange across five key development areas: effective solution, financial sustainability, leadership and team, impact scaling and systems change.

Network connections

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

Stamp of approval

In addition to assistance with capacity building and access to network and grant funding, a place in our incubator represents a stamp of approval because of our highly competitive selection process.

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

5 GENDER EQUALITY

OUTPUT RESULTS

156 social ventures received incubator support in 2018. It was our strategic priority to focus on providing capacity building support for impact measurement and financial sustainability, and we are happy to see this reflected in the output numbers. We are also happy that most of our social entrepreneurs found the connections we made useful. In 2019 we aim to increase the share that gets connected to funding.

33% were selected to receive a grant, amounts ranging from **$1,800** to **$11,000 USD** (totaling **$1.5M USD**).

Funding was commonly used for program development, program delivery, and hiring more staff.

93% report that the grant was largely or extremely important for sustaining their operations.

100% of the social entrepreneurs report that they received some kind of capacity-building support:

- **91%** — measuring their social impact
- **85%** — developing their financial sustainability
- **82%** — strengthening their leadership and team
- **68%** — scaling their impact
- **58%** — progressing towards systems change

AMONG OUR SOCIAL ENTREPRENEURS

66% WERE **WOMEN**

34% WERE **MEN**

93% report that Reach for Change connected them with at least one person and/or opportunity (on average **four**)

71% found the connections overall useful:

- **67%** gained knowledge
- **41%** formed new partnerships/collaborations
- **36%** acquired new tools
- **18%** gained new funding

77% report that they were promoted through a Reach for Change communication channel

95% felt that incubator participation helped increase their credibility

CULTIVATING THE ECOSYSTEM

Over the years, we have learned that supporting social entrepreneurs with grant funding, capacity building and network connections is not enough. In order to leverage our support and maximize favorable conditions for social entrepreneurs to scale their impact, we also need to cultivate the ecosystem.

While the systemic barriers for social entrepreneurship differ slightly between countries, we generally target one or several of the following five outcomes:

• Increased **number of social entrepreneurs** and more social innovation
• Improved **awareness** of and **attitude** towards social entrepreneurship
• More supportive **legislation** for social entrepreneurship
• Higher degree of **cross-sectoral exchange and partnerships** with social entrepreneurs
• Better opportunities and conditions for attracting **funds** to social entrepreneurs

Across the map we have highlighted some of the ecosystem development milestones achieved in 2018, and what Reach for Change has done and is doing in order to contribute. Our contributions range from being the first organization to introduce the concept of social entrepreneurship (e.g. in Ethiopia), to being a trusted advisor to the government on social entrepreneurship topics (e.g. in Russia), to raising awareness through communication efforts with our partners (e.g. in Bulgaria).

In Denmark the parliament established a Social Investment Fund with the intent to invest over $11M USD in preventative solutions for unemployment, illnesses and social issues. Reach for Change Denmark has worked since 2014 to promote and forward the agenda for cross-sector collaborations, social entrepreneurship, social innovations and social investments.

In Sweden the government allocated over $16M USD to promote social innovation. Reach for Change Sweden was part of a consultative body that provided the Ministry of Enterprise with insights on the types of interventions that would support the ecosystem.

In Russia the government accepted a new law about social entrepreneurship based on input from working groups that included Reach for Change Russia. According to a study conducted by Zircon Research Group, the concept of social entrepreneurship is more well recognized in 2018 than ever before. Reach for Change Russia has worked since 2011 to popularize social entrepreneurship, and in 2018 it intensified efforts by launching a competition to award Russian journalists who most effectively write about and promote social entrepreneurship.

In Croatia social entrepreneurship was, for the first time, taught as part of the curriculum of the Faculty of Education and Rehabilitation Sciences, where the country manager of Reach for Change Croatia was a guest lecturer.

In Latvia the Social Enterprise Law came into force, specifying the criteria for obtaining the status of a social ventures and the rules for how this type of entrepreneurship can get state support. For the first time, Riga Business School started offering a course on social entrepreneurship for their bachelor program students. In a 2018 report by the European Commission, Reach for Change Latvia (established in 2014) was recognized as the only incubator in Latvia devoted to the needs of social ventures.

In Ghana the President launched the competition "Africa Innovates for the SDGs," an initiative in a bid to boost awareness of the SDGs and to stimulate social innovation to increase chances of progressing towards the targets. Reach for Change Ghana led and executed the search and selection campaign for the project.

In Ethiopia it was announced that the country will host the Social Entrepreneurship World Forum in 2019. Only four years earlier, in 2015, Reach for Change was one of the first organizations to introduce the concept of social entrepreneurship in Ethiopia (read more on page 54). Among the seven co-founders of the quickly growing network Social Enterprise Ethiopia, six were participants in the development programs offered by Reach for Change Ethiopia.

In Bulgaria the acknowledgement of social entrepreneurship as a tool for social change has increased and a new law around social entrepreneurship has been in place since autumn 2018. During the past five years, Reach for Change Bulgaria and our local partner Nova Broadcasting Group have worked to put social entrepreneurship on the agenda, and in the 2018 search for the country's most high-potential social entrepreneurs, more than 100 items were published online and on national TV to raise awareness and trigger action.

OUTCOMES FOR SOCIAL VENTURES

SHORT-TERM OUTCOMES

Targeted outcomes

Our short-term goal is that our social ventures develop effective solutions for children and youth and become ready to scale. More specifically our goal is that, by the end of their third year in the incubator, our social ventures:

A Have implemented effective solutions for children and youth

B Are ready to financially sustain their operations at scale

C Have strong leadership and a team ready for scale

D Have initiated impact scaling

E Have begun carrying out systems change activities (if applicable)
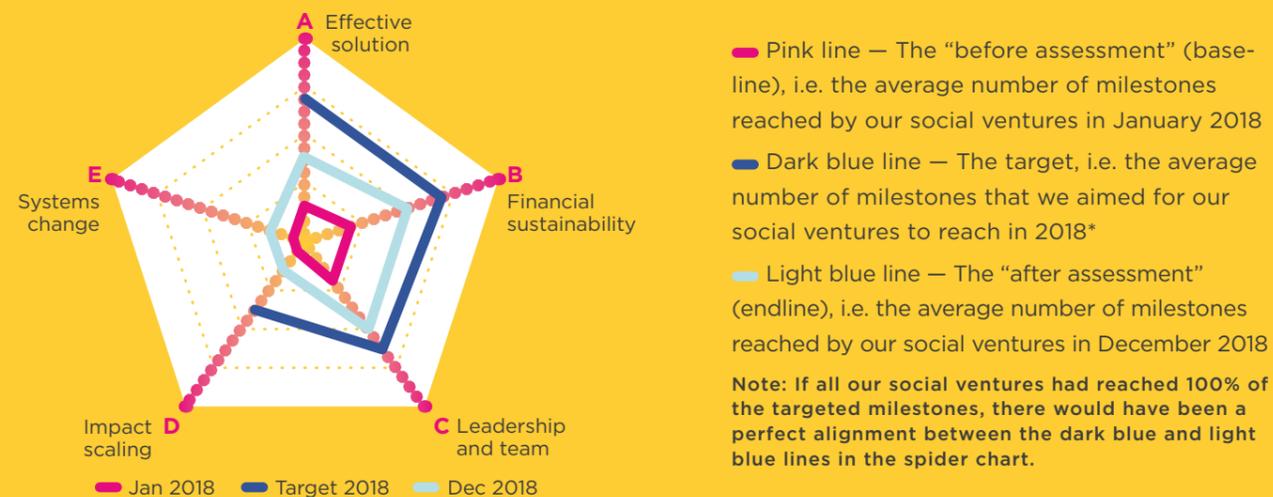
How we measure

We track our social ventures' development towards the targeted outcomes through a before and after assessment, i.e. at the start and end of each incubator year.

The indicator we use for tracking our social ventures' development is *Number of milestones reached*. A milestone is either a completed activity (e.g. Theory of Change mapped) or a result accomplished (e.g. Positive outcome results achieved) on the path towards the targeted outcome. Milestones are predefined by Reach for Change and are the same for all social ventures participating in the incubator. Together they make up our core monitoring tool, the *Development Tracker*. In the spider chart below, milestones are symbolized by the small yellow and pink circles fanning out from the center of the chart.

Milestone achievement is assessed in dialogue between our in-country program manager and the social entrepreneur. For several of the milestones, our global impact team validates the assessment by reviewing empirical evidence (read more on page 66).

Spider chart with axes: A Effective solution, B Financial sustainability, C Leadership and team, D Impact scaling, E Systems change. Legend: Jan 2018, Target 2018, Dec 2018.

- Pink line — The "before assessment" (baseline), i.e. the average number of milestones reached by our social ventures in January 2018
- Dark blue line — The target, i.e. the average number of milestones that we aimed for our social ventures to reach in 2018*
- Light blue line — The "after assessment" (endline), i.e. the average number of milestones reached by our social ventures in December 2018

Note: If all our social ventures had reached 100% of the targeted milestones, there would have been a perfect alignment between the dark blue and light blue lines in the spider chart.

Results

100% of our social ventures** developed within at least one of the five areas during 2018, and as many as 69% developed within four or five areas. They were able to check off an average of 17 new milestones and achieved an average of 75% of the targeted milestones across all areas. We observe the highest average target achievement within area **C** *Leadership and Team* (82%) and the lowest within area **D** *Impact Scaling* (50%). Read about how five of our social ventures developed on pages 40-47.

* For area E Systems Change we did not set targets in 2018 since we wanted to first gain a better understanding of what they should be.
**70 of 156 social ventures were assessed, excluding (a) 33 social ventures that participated too few months in the 2018 incubator to be eligible for assessment, (b) 12 social ventures that followed a different program curriculum and (c) 41 social ventures for whom submitted data was confirmed after deadline. Distribution of ventures between incubator years: 20 first-year ventures, 29 second-year ventures and 21 third-year ventures.

Reflection

To better understand what drove the social ventures' development and target achievement in 2018, we identified the 20 'highest-performing' and 'lowest-performing' social ventures. We then assembled our global program team and asked them to brainstorm likely reasons for the differences in performance, e.g. program support provided, personal qualities of the social entrepreneurs, and external factors outside our and their control.

We consolidated the reasons into a number of hypotheses, and given data availability, we tested three. Key takeaways are that we could further develop our support for second- and third-year ventures and that we should consider focusing earlier and more on building our ventures' teams.

Hypothesis	Comment
✔ Social ventures in their first incubator year perform better	Our first-year social ventures achieved, on average, 109 % of targeted milestones, which is significantly higher than the averages for second- and third-year social ventures (the difference is statistically significant at the <1% level). One likely reason for the difference is that our first-year social ventures were the first to follow our updated and improved program curriculum, and that we have a more refined support system for social ventures in the early stages of their development journey. A second possibly contributing reason is that the milestones to reach for first-year ventures are more within an entrepreneur's control because they are activity oriented rather than results oriented. Thirdly, it may be that we have set slightly too ambitious targets for our second- and third-year ventures.
✔ Social ventures with bigger teams perform better	Social ventures with bigger teams reached significantly more new milestones than social ventures with smaller teams (the difference is statistically significant at the ≤10% level). The largest difference is seen when comparing social ventures with teams of four or more employees (they reached, on average, 24 new milestones in 2018), with social ventures with teams of three or fewer employees (they reached, on average, 15 new milestones in 2018). One takeaway from this is that we could potentially accelerate our social ventures' development by focusing more on helping them strategically expand their teams.
? Social ventures that receive a Reach for Change grant perform better	Social ventures that received a Reach for Change grant reached more new milestones (on average 19) than those that did not receive a grant (on average 15), however, the difference is not statistically significant. If we remove extreme values among those that received a grant, the difference is statistically significant at the 4 % level. But even if there is a correlation between receiving a Reach for Change grant and higher performance, the reason might be that we tend to award grants to the most high-potential social ventures. This hypothesis needs to be revisited when we have access to more data and can further test different correlations.

Our global program team identified many more hypotheses around the factors that potentially influence our social ventures' development. Due to lack of data, we have not been able to test all of them statistically. One of the most valuable outcomes of this exercise was determining what additional data we could collect in 2019 in order to be able to perform more robust analyses in the future.

93%
report that
they **would have
developed less** without
Reach for Change

Somewhat less 25%
Significantly less 26%
A little less 24%
Far less 10%
Same 5%
More 2%
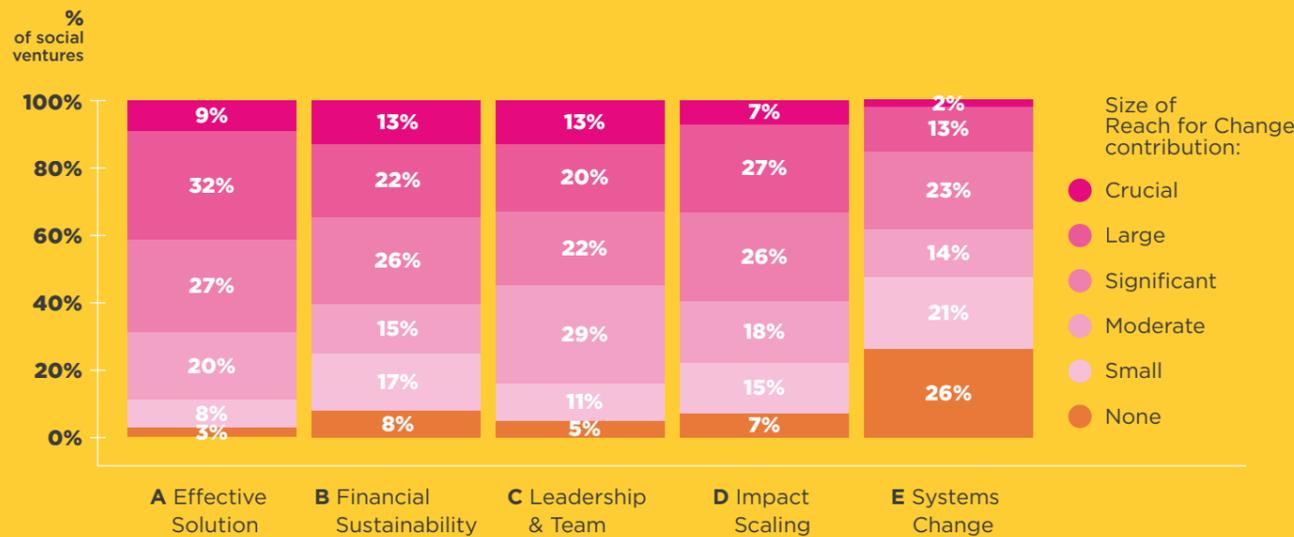**Would have stopped operating or never started 7%**

On the previous spread, we report on how our social ventures developed during 2018. In an attempt to capture how much of this development would not have happened without our support — **our impact** — we surveyed our social entrepreneurs anonymously at the end of 2018.*

93% of our social entrepreneurs believe that they would have advanced less without support from Reach for Change, and 44% believe that they would have advanced significantly or far less or stopped operating or never started operating.

Our contribution to our social ventures' development was reported as the largest within the areas **A** *Effective solution* and **B** *Financial sustainability;* over two thirds felt that our contribution was significant, large or crucial. These were our priority support areas in 2018,

and we are pleased with this result. We gave our social ventures the least support within the area **D** *Systems change,* which is also reflected in the numbers.

We are happy that almost all our social ventures report that Reach for Change also had an impact on their ability to make a positive difference for children and youth — our end beneficiaries. 99% said that we helped them address children's needs more effectively and 95% said that we helped them increase the number of children and youth they reached.

99%
report that
Reach for Change
made a contribution
to improving how
effectively they
addressed children's
needs**

Significant 29%
Large 19%
Moderate 21%
Crucial 19%
Small 11%
None 1%

% of social ventures

	A Effective Solution	B Financial Sustainability	C Leadership & Team	D Impact Scaling	E Systems Change
100%	9%	13%	13%	7%	2% / 13%
80%	32%	22%	20%	27%	23%
60%	27%	26%	22%	26%	14%
40%	20%	15%	29%	18%	21%
20%	8%	17%	11%	15%	26%
0%	3%	8%	5%	7%	26%

Size of Reach for Change contribution:
● Crucial
● Large
● Significant
● Moderate
● Small
● None

95%
report that
Reach for Change
made a contribution
to increasing the
number of children
they **reached**

Significant 27%
Moderate 23%
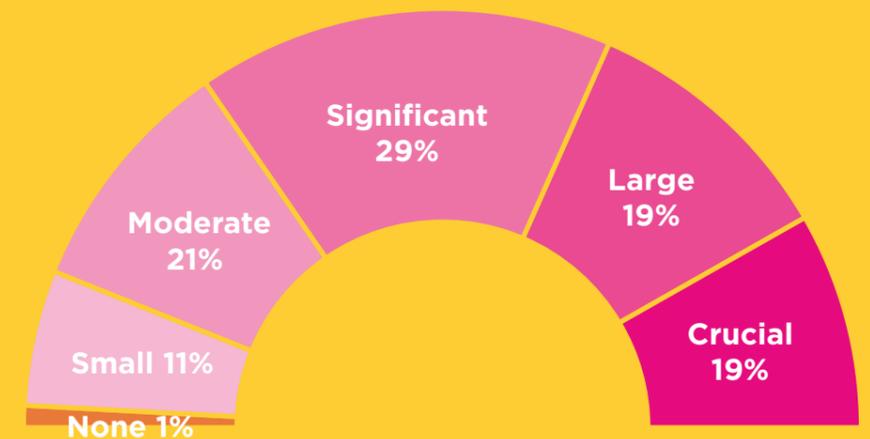**Large 21%**
Small 13%
Crucial 11%
None 5%

*The survey was sent to those who had participated at least 8 months in the incubator, or who was assessed by their program manager to have received enough support to be able to respond to the survey; 138 of 156 social ventures of which 80% (n=110) responded.
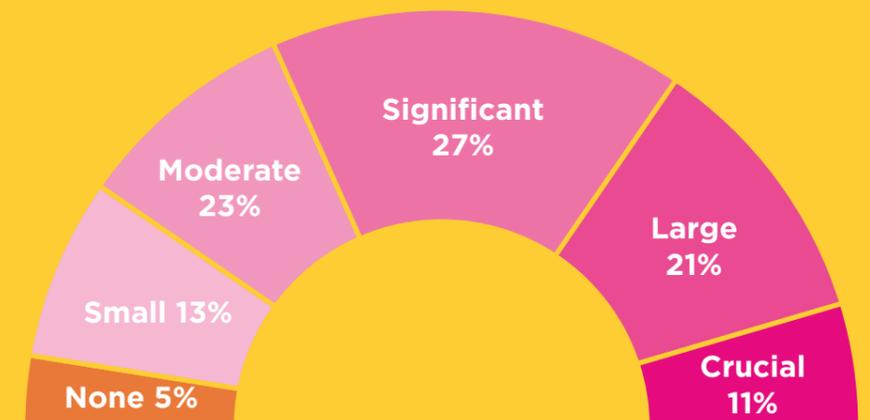
** The percentages are based on the number of survey respondents who reported that they increased their effectiveness (n=104) and reached more children (n=94). The diagram labels (Crucial, Large, Significant, etc.) refer to the size of Reach for Change's contribution.

LONG-TERM OUTCOMES

After incubator graduation our alumni continue to develop and improve the lives of children and youth

Our targeted long-term outcome is that our alumni (the social ventures that have graduated from the incubator) scale their impact to a significant share of their target group and contribute to fulfillment of the Sustainable Development Goals for children and youth. Based on the results of our most recent alumni survey, we see that 9 in 10 continue to operate*.

This is slightly higher than the median survival rate of incubated organizations (85%)** and considerably higher than the survival rate of non-incubated organizations (43%)***. 7 in 10 of our alumni demonstrate growth and in our next survey we aim to explore in more detail to what extent they have scaled their impact and reached a significant share of their target group.

91% are still in business

71% reached more children and youth

69% increased their revenues

68% expanded geographically

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

*2017 Alumni Survey (alumni are not surveyed every year). At the time, we had 45 alumni of which 93% responded to the survey.

** As reported in a study conducted by the European Commission, Benchmarking of Business Incubators, where 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.

SWEDISH ALUMNI GITA RAJAN DRIVES SYSTEMIC CHANGE TOWARDS A WORLD WITHOUT SEXUAL ABUSE

According to the Swedish National Council for Crime Prevention, as many as eight child rapes are reported to the Swedish police every day. This statistic should be read in light of the fact that only one in 10 children tell someone when they have been sexually assaulted: For many it takes until adulthood to be able to start dealing with the trauma.

In response to this pressing issue, Swedish social entrepreneur and medical doctor **Gita Rajan** founded WONSA (World Of No Sexual Abuse), the only research-based rehabilitation clinic in Sweden that specializes in treating adults who have been sexually assaulted as children. WONSA advocates that the Swedish government make treatment available to all victims across Sweden, with shorter waiting times and better coordination to avoid forcing patients to repeat their painful story to different health care institutions.

Gita's motivation originates from personal experiences: As a child she was sexually abused by a relative for many years. Today she wants to make sure that others in similar situations get the treatment they need and the rehabilitation they deserve.

WONSA joined the Reach for Change incubator in 2016 and stayed for two years, as it was agreed that what they needed next was not incubator support but government acceptance. During WONSA's time in the incubator, Reach for Change helped with leadership development as well as scaling and financial modeling. Our pro bono legal partner Roschier helped WONSA protect their data and rights. Viktor Wallström, who is globally responsible for Tele2 communications, sat (and still sits) on WONSA's board and helped with their communications strategy. Just before they graduated, we helped build a plan for systems change.

Since then, WONSA has been making strong efforts to mobilize the government towards effective treatment for all victims of sexual abuse. In order to gain traction, a key component has been to demonstrate proven impact of WONSA's treatment methodology. An independent evaluation has been conducted by the Swedish research centre Karolinska Institute, and preliminary results show that as little as one treatment can significantly reduce the symptoms of post traumatic stress for rape victims (for those who have been raped once only).
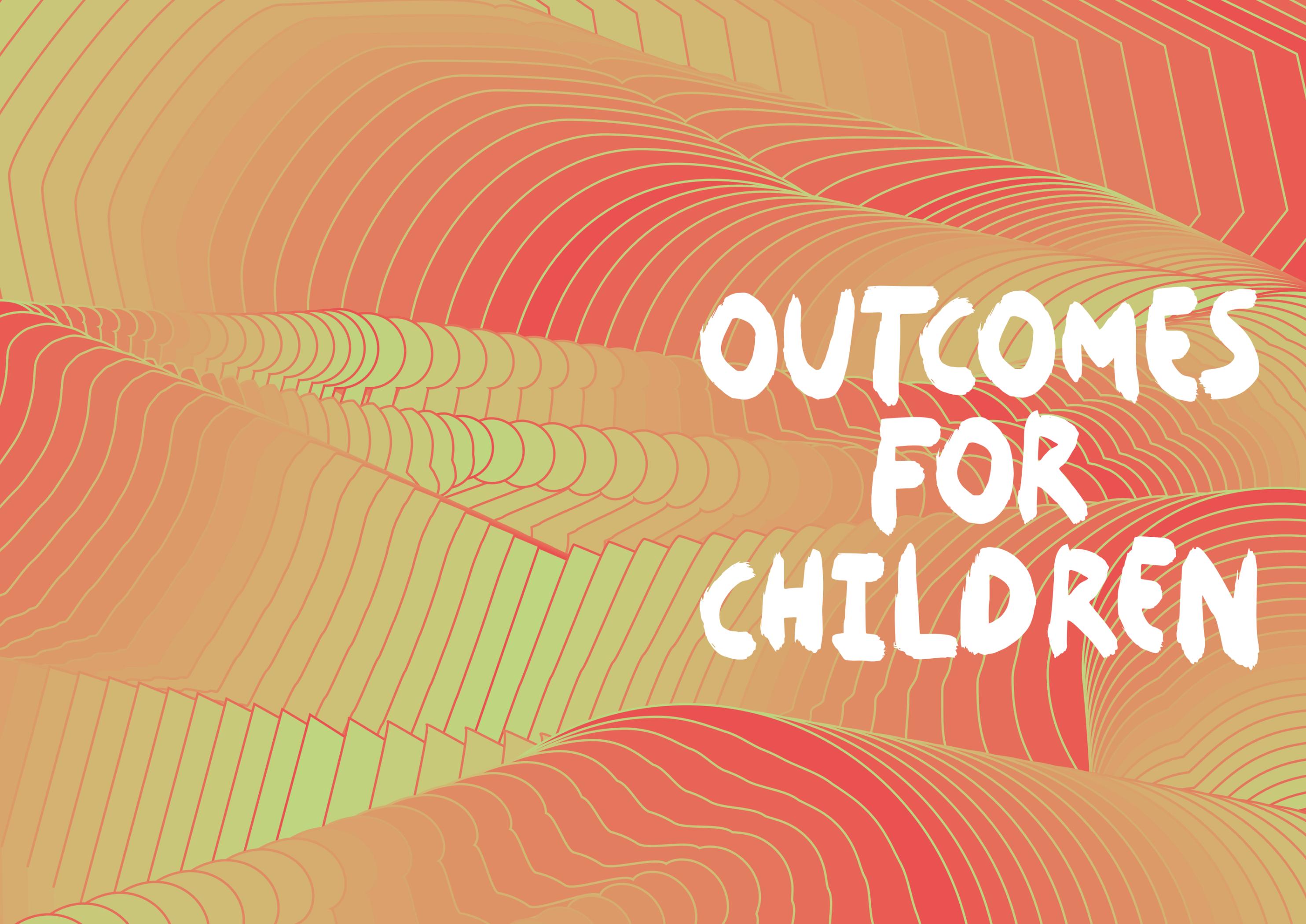
At the beginning of 2019, we received an email from Gita:

Dear Reach for Change!

I remember when the phone call came, and you told us we had been selected to the incubator. Exhausted, I fell into tears. All of a sudden we were now part of a huge network that saw our potential and shared our vision for a better world. We were among friends that wanted us to succeed. Our topic of work is considered difficult for many, and the taboo of sexual abuse is strong. You believing in us, proudly presenting us with your network around us, made a huge difference for us then, and it still does today.
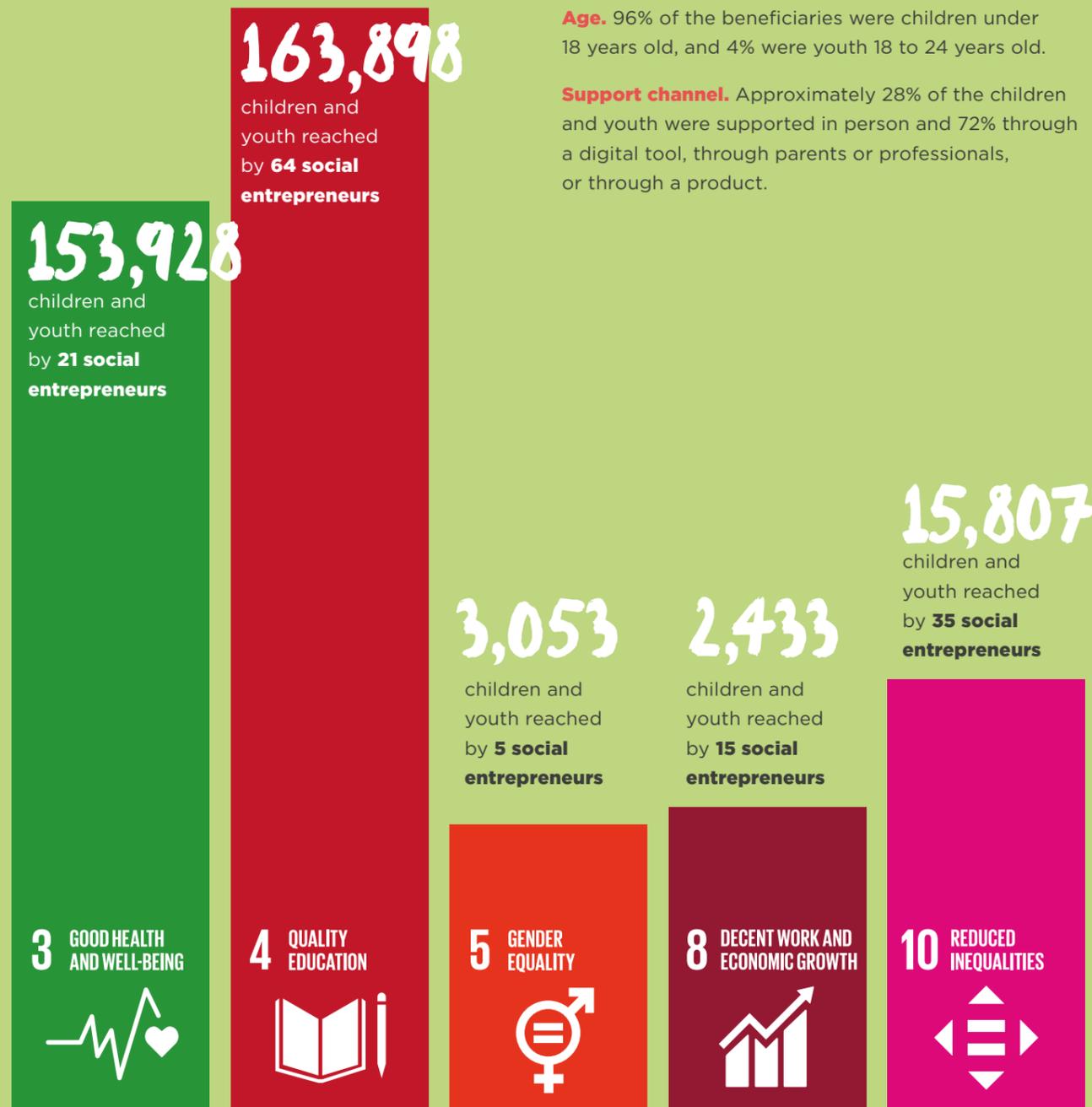
Gita

OUTCOMES FOR CHILDREN

CHILDREN SUPPORTED

During 2018, our social ventures supported **341,620 children and youth** contributing to the fulfillment of mainly five SDGs.

Age. 96% of the beneficiaries were children under 18 years old, and 4% were youth 18 to 24 years old.

Support channel. Approximately 28% of the children and youth were supported in person and 72% through a digital tool, through parents or professionals, or through a product.

163,898
children and youth reached by **64 social entrepreneurs**

153,928
children and youth reached by **21 social entrepreneurs**

15,807
children and youth reached by **35 social entrepreneurs**

3,053
children and youth reached by **5 social entrepreneurs**

2,433
children and youth reached by **15 social entrepreneurs**

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

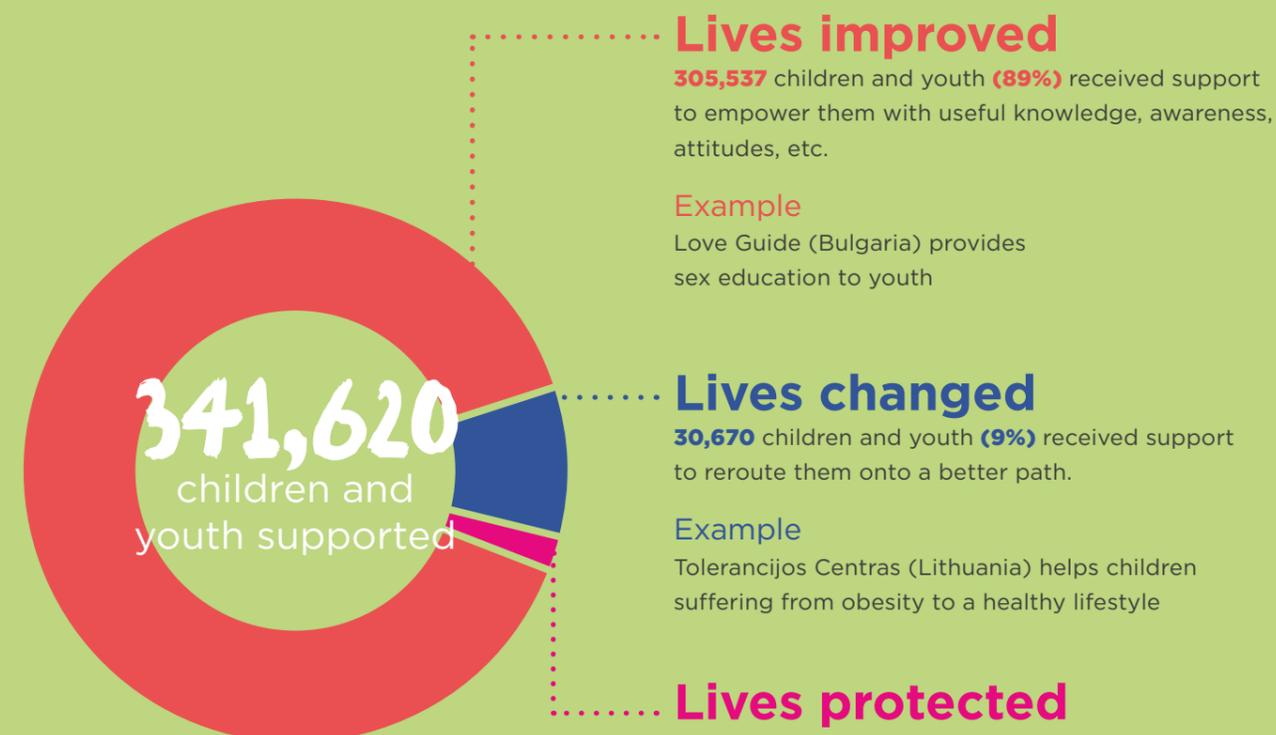Another 2,501 children and youth were supported within **SDGs 1, 11, 12 and 16** by 14 social ventures.

Our social ventures aim to impact children and youth in many different ways. The below split is based on the impact that our social ventures aimed to achieve in the short term, i.e. during activities carried out in 2018, ranging from **lives improved** to **lives changed** to **lives protected.**

A life improved in the short term can mean a life changed or protected in the medium term or long term. For example, the Bulgarian social venture Love Guide provides sex education to youth with one of the purposes being raised awareness about the importance of using protection during sex. In the short term this improves lives but in the medium and long term, for a share of the youth, this is likely to mean that unwanted teenage pregnancies are avoided (lives changed) or that serious STDs such as HIV are averted (lives protected).

In the below split, the impact targeted and potentially achieved beyond 2018 is not accounted for, so the largest slice of the graph is lives improved.

341,620
children and youth supported

Lives improved
305,537 children and youth **(89%)** received support to empower them with useful knowledge, awareness, attitudes, etc.

Example
Love Guide (Bulgaria) provides sex education to youth

Lives changed
30,670 children and youth **(9%)** received support to reroute them onto a better path.

Example
Tolerancijos Centras (Lithuania) helps children suffering from obesity to a healthy lifestyle

Lives protected
5,413 children and youth **(2%)** received support to protect them from a dangerous situation.

Example
Umoja Wa Wawezeshaji (Tanzania) protects and frees children from slavery and child labor

ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR CHILDREN

SDG 3. Ensuring healthy lives and promoting the well-being of 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 AnneSofie Blixt Tilia, Sweden

Tilia

Tilia offers compassionate listening support to youth suffering from mental illness

In Sweden, one in four youth between the ages of 16 and 24 suffer from mental illness such as depression or anxiety. However, only half of those seek the help they need to get better, and those who do seek help are often deemed not sick enough to receive the help they so desperately need. According to a report from the Swedish Agency for Youth and Civil Society (MUCF),* youth who are struggling with mental illness feel that one of the key things they need in order to take steps towards feeling better is someone who listens to them. Being brushed off or not taken seriously — or the fear of it — stops many from seeking further support, and risks leading to even more serious mental illness.

In order to address this problem, social entrepreneur Annso Blixt started Tilia, an organization that provides youth with compassionate listening support through online chat and offline meeting spaces. Tilia also give lectures to ensure that youth know who to turn to if they need help as well as trainings for adults to better understand youths' needs.

*När livet känns fel (MUCF, 2015)

OUTCOME RESULTS
Initial evaluations indicate that Tilia provides effective listening support

According to the Swedish Agency for Youth and Civil Society (MUCF),* when youth feel listened to it is more likely that they will seek further support to address their mental illness. Tilia asked a sample of 35 youth supported through their online chat (selected from a total of 130) about the extent to which they feel listened to.

90% report that they feel largely or completely listened to by Tilia, while only
27% report that they feel listened to by the rest of society.

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© Linnea Björndahl

STORY
Tilia helped Amanda regain hope and self-esteem

> "Tilia's faith in me helped me believe in myself again."
> — Amanda

One of the many children that Tilia supported is Amanda, who shares her story: *"Ever since childhood, I wanted to be well-liked and I wanted to be the best in everything I did. I pushed myself at a pace my body did not manage, which resulted in a collapse in my senior year in high school. It was concluded that there was nothing 'wrong' with me, except that I was exhausted. In 2013, I entered the university and once again I found myself in a negative cycle with high expectations for myself. I felt lost and this led to a destructive mood and anxiety. I came in contact with Tilia in 2015 and applied for their summer camp.*

I was nervous to go, but as soon as I stepped into the camp I immediately realized: Here I will be accepted just for who I am. The warm welcome I received from the leaders was something I had never felt before! After the week at Tilia's summer camp, I returned home with new energy and a feeling that I needed a change. I decided that student life was not good for me and chose to quit university. I was close to giving up hope many times, but Tilia was there and motivated me to continue fighting. Tilia's faith in me helped me believe in myself again. Today I feel balanced and stable and enjoy every minute of life."

Reach for Change coaching helped empower Tilia to build a strong team ready for scaling; in 2018 they supported 47,360 Swedish children and youth

Annso reflects on her and Tilia's starting point coming into the incubator: *"Reach for Change came into my and Tilia's life exactly when I needed it. Right then we were in a position where we were wondering how we would have the strength to carry on. We were doing many different activities to help youth, but did not have the resources and organizational infrastructure to do them effectively and sustainably. We were at risk of losing quality, and the team was being worn out. After initial coaching conversations with Reach for Change we started to 'rewind the tape,' we shut down our local offices and instead focused on strengthening our core team in the headquarters."*

End of 2017, Reach for Change supported Tilia with a leadership and team-building training. Annso felt that it was a turning point: *"The training really cast a light on some of my behavioral patterns that have stood in the way of building the team in the best way. After the training I gained a whole new courage when it came to recruiting and had a clear image of what the core team needed. I knew how to encourage my employees but also how to tackle difficult conversations in a way that I had not before."*

At the end of 2018, Annso thinks that Tilia is in a healthier place: *"It really feels like we are now a strong organization with a solid core team. This is what made us decide — after many discussions within the team and with our board — to take the plunge and launch five new local offices during fall and winter. Our youth want a face-to-face space where they can meet with us and talk to us, and we want to be there for them. Basically, we are back where we started but from a much stronger standpoint."*

Compared to 2017, Tilia multiplied their reach by 170% in 2018, helping to relieve and prevent mental illness in as many as 47,360 children and youth."

ENSURE INCLUSIVE AND QUALITY EDUCATION FOR ALL CHILDREN

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

LITERACY 4 LIFE

CASE Sheila Osei Boakye
Literacy for Life, Ghana

Literacy for Life equips children with reading skills

A report published in 2016 by the Ghana Education Service and USAID found that, on average, only 2% of Ghanaian P2 students (7 year olds) had achieved the goal of reading with comprehension.* This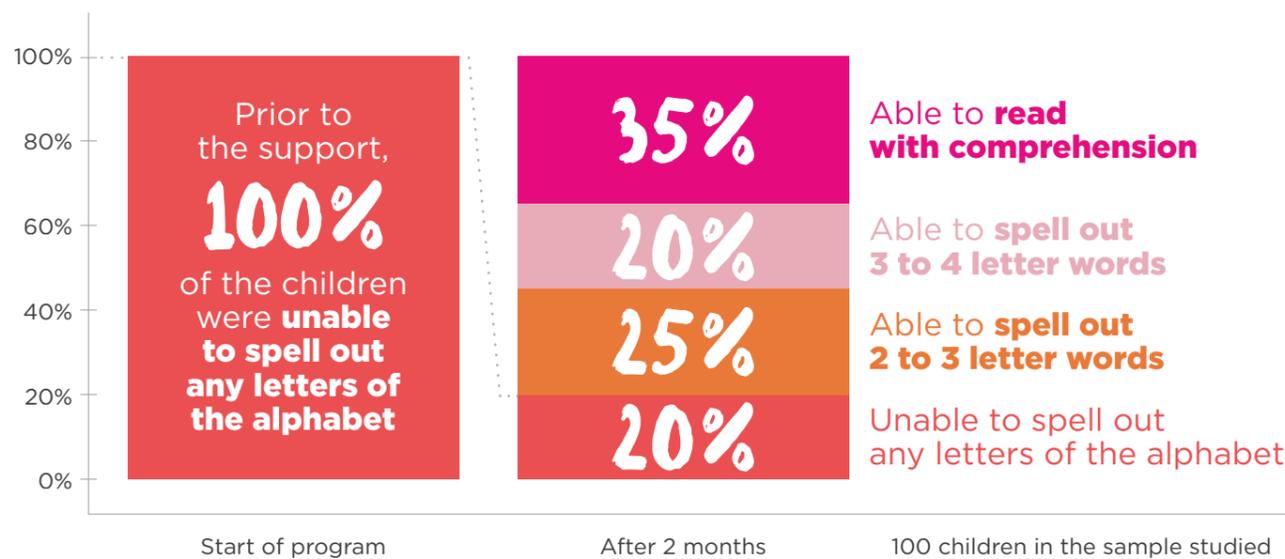 low result, according to the report, is the result of children not learning the earlier skills that reading requires. In response to this wide-spread issue of illiteracy, social entrepreneur Sheila Osei Boakye founded Literacy for Life, an organization working to equip children with the fundamental skills required for reading and writing.

*Ghana 2015 Early Grade Reading Assessment and Early Grade Mathematics Assessment (Ghana Education Service, 2016)

OUTCOME RESULTS

Strong progress after only two months of support

Sheila and her team performed their first outcome measurement and saw positive results.

Prior to the support,

100%

of the children were **unable to spell out any letters of the alphabet**

35% Able to **read with comprehension**

20% Able to **spell out 3 to 4 letter words**

25% Able to **spell out 2 to 3 letter words**

20% Unable to spell out any letters of the alphabet

Start of program   After 2 months   100 children in the sample studied

STORY : Literacy for Life helped Naomi learn to read

Naomi Awurayie, a 16-year-old JHS 3 candidate, could not read, spell or even decipher the various sounds of the alphabet. This hampered her performance in class and jeopardized her chances of passing her Basic Education Certificate Examination (BECE).

She says, *"Before I joined the Literacy for Life program I could not read, spell or understand the meaning of some words as well as letters. When I joined the program, I was taught the letters of the alphabet, how to pronounce them and all their sounds. I had to learn very quickly during the three months to prepare me for my BECE exams. But the teachers at the school helped me through the literacy program. Little by little, I was able to start reading and understanding the questions asked in class. After the three months in the program, I was able to qualify to write the BECE exams. I was able to pass the exams, and I have qualified to go to Senior High School.* **I am very grateful to Literacy for Life who helped me read and write — now I can also teach my little siblings to read."**

Reach for Change grant funding helped Literacy for Life develop a solid foundation before scaling; in 2018 they improved the reading skills of 22,369 Ghanaian children.

When Sheila entered the Reach for Change incubator in 2015, Literacy for Life was at an early stage with few fundamental organizational building blocks in place: *"From the funding we received from Reach for Change we were able to develop our app, to test it and have people review it for us. We also received the training we needed to help us put our internal controls, meaning bookkeeping and other financial processes, in order. Now we are able to keep our budget, monitor our financials and report properly.* **With the help of the funding and the trainings we have received from Reach for Change we have been able to lay the foundation of the organization. Now it is up to us to build on it, and reach further and achieve even more."**

Sheila continues: *"In the beginning, delegation was a real challenge for me because I really wanted to be there to see what was happening myself. After a leadership course with Reach for Change I realized that I needed to make better use of my staff in order to be able to grow. I put a lot of effort into training and engaging them in the leadership, so that they could hold trainings with children on their own. Instead of me having to go to every school and every class, I could send a co-worker, and they could hold the training on their own. I realized that my staff had developed a lot and they could handle issues that would arise on their own. The only thing I would need to do is to go to the school for feedback afterwards. The increased delegation has really helped us in terms of scaling and reaching more children."*

In 2018 Literacy for Life reached as many as 22,369 children and youth.

EMPOWER GIRLS AND MAKE THEM EQUAL

SDG 5. Gender inequality continues to hold girls back and deprive them of basic rights and opportunities. Empowering girls requires addressing issues such as unfair social norms and attitudes as well as developing progressive legal frameworks that promote equality between women and men.

CASE Masresha Beniam
OmniCoders, Ethiopia

OmniCoders works to help close the gender gap in tech

According to a 2017 UNESCO report, only 35% of STEM students in higher education are women.* In Ethiopia, where only a third of all higher education students are women, the % of female STEM students is bound to be even lower. The UN agency calls this gender disparity alarming, especially because STEM careers are seen as the jobs of the future. Ethiopian women run the risk of continuing to fall behind in
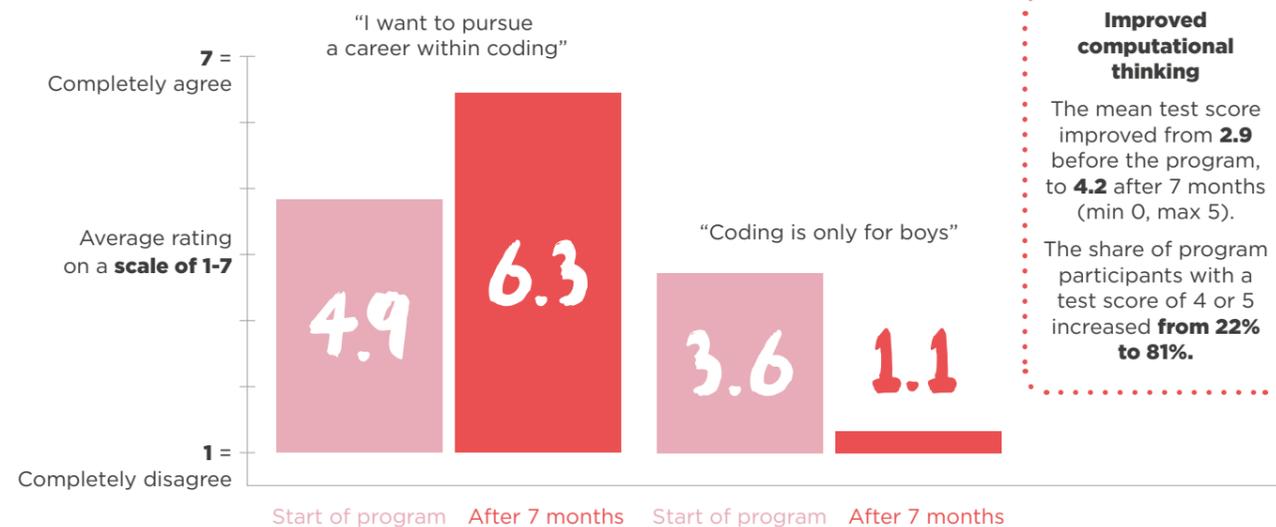
employment, career development and income. For Ethiopian society this means underutilization of intellectual resources, which leads to slower economic growth and fewer technological innovations able to address pressing socio-economic issues. In response, social entrepreneur Masresha Beniam started *Omni-Coders,* an organization that provides girls with interactive and practical training in programming and coding.

*Cracking the code: girls' and women's education in STEM (UNESCO, 2017)

OUTCOME RESULTS

Significant change in attitude towards coding after seven months

In 2018, Masresha and her team measured fulfillment of the targeted outcomes *Improved computational thinking, Increased interest in pursuing a career within coding* and *More positive attitude towards girls' participation in coding.*

7 =
Completely agree

Average rating on a **scale of 1-7**

1 =
Completely disagree

"I want to pursue a career within coding"

4.9 **6.3**

"Coding is only for boys"

3.6 **1.1**

Start of program   After 7 months   Start of program   After 7 months

54 children in the sample studied (selected from a total population of 182)

Improved computational thinking

The mean test score improved from **2.9** before the program, to **4.2** after 7 months (min 0, max 5).

The share of program participants with a test score of 4 or 5 increased **from 22% to 81%.**

STORY

Participating in OmniCoders made Rahel see a future in coding

Rahel is a grade 11 student at Bole Preparatory School. She recalls before joining OmniCoders, she used to think technology was something the boys were good at because they were very active during the mandatory IT class that they take at school. Rahel says: *"After joining the OmniCoders weekend class every Saturday, I was able to learn what coding was and how I can utilize technology to solve problems in my society. I have developed my first website and I even*

" I never imagined I would be able to do all this by myself. My brother is very proud of what I have done and has promised to support me when I pursue Computer Science at the University. **"**

— Rahel

participate actively during my IT class now, I don't hate the class anymore." She adds: *"I was also lucky enough to get a scholarship with OmniCoders for the summer class, and this has allowed me to be able to develop an app that provides up-to-date information to users on different matters."*

Reach for Change advisory and coaching helped OmniCoders develop their business model and deliver coding training to 252 girls in Ethiopia

Masresha looks back at 2018 as the year that she was able to take a crucial step towards full implementation of her program. She explains: *"Before 2018, we were in the piloting phase working only in private schools, but this year we started working also in public schools. With advisory and coaching support from Reach for Change, we developed a business model entailing that the revenues from the private schools subsidize the program fees in the public schools. Furthermore we received a grant that helped us get started until we have this model fully in place. **Without this funding it would have been impossible to start the program in the public schools and gain the traction we need."***

In order to launch her program in public schools, a key step for Masresha was to get a support letter from government. Masresha explains: *"For new organizations this can be really hard, as they lack credibility. However we got a letter of reference from Reach for Change which made it much easier to confidently approach the government and gain their approval."* She continues: *"Once we had a support letter from them, the schools were happy to lend us their ICT laboratories and have us provide training to their students."*

During 2018, Masresha operated in seven schools compared to five in 2017, and reached 252 girls.

EQUIP CHILDREN FOR ADULT LIFE AND THE LABOR MARKET

SDG 8. Increasing labor 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. To protect their rights and safety and promote their development and education, children, especially from marginalized groups, should be supported to enter the labor market.

CASE Maya Doneva & Stoyana Stoeva
Social Teahouse, Bulgaria

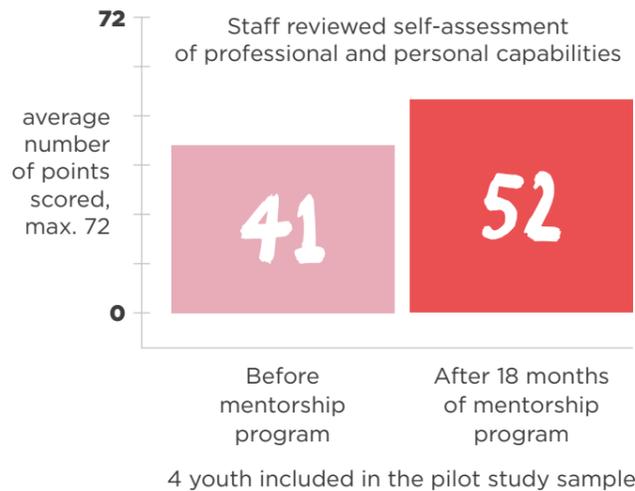## The Social Teahouse equips institutionalized youth for work life

In Bulgaria, youth who have been institutionalized in orphanages have difficulties accessing the labor market and leading independent lives. Contributing factors include negative role models, low education levels, unhealthy and insecure family environments and social prejudice. In response to these challenges, social entrepreneurs Maya Doneva and Stoyana Stoeva founded The Social Teahouse, an organization that runs mentorship programs supporting personal and vocational development for institutionalized youth. Youth in the program ultimately have more opportunities for employment, and many receive their first job through their participation.

OUTCOME RESULTS

Pilot study indicates improved capabilities for employment

During 2018, Stoyana and her team conducted a pilot measurement to test fulfillment of the targeted outcome, Increased professional and personal capabilities (such as decision making and ability to keep deadlines). For more reliable conclusions, the measurement needs to be performed on a bigger sample, but initial results are positive; all youth participating in the study demonstrated progress and increased their self-assessment score by on average 16 percentage points.

72

Staff reviewed self-assessment of professional and personal capabilities

average number of points scored, max. 72

41 Before mentorship program

52 After 18 months of mentorship program

0

4 youth included in the pilot study sample

STORY

The Social Teahouse helped Ivan towards an independent life

"He is the first participant in our mentorship program to ever graduate and it's wonderful and sad all at the same time."

— Stoyana Stoeva

The team of The Social Teahouse tells the story of Ivan: *"Only eight years old, Ivan was removed from his family and put in an institution, because of the at-risk environment at home. When he was aging out of the institution as he approached 18, he was completely unaware of his opportunities and the choices he needed to make, due to lack of a trusting environment and positive role models. We started working with Ivan on his CV. He is very good with storytelling and presentations, but when it came to talking about himself, he was shy and insecure.*

I reminded him about all the times he has been promoted during the two years we've been together, about all his experience during the adventure camps we've had and about all the lessons and events that he has participated in. Ivan is leaving us now. He found a better paying job, and he is ready to move outside of our safe work environment. He is the first participant in our mentorship program to ever graduate, and it's wonderful and sad all at the same time. Any employer would be lucky to have him."

Reach for Change impact measurement support empowered The Social Teahouse to more effectively mentor Bulgarian orphans towards better opportunities for employment

Before joining the incubator, measuring social impact was not a priority for The Social Teahouse: *"For many years we postponed creating a measurement tool, but finally — after much encouragement and lobbying — the Reach for Change team made us realize how important impact measurement is and spurred us to make it a priority in 2018. During the process of developing the tool, they challenged us and asked questions on how the measurement would work in practice.* **Working with the Reach for Change team is like having a mirror in front of you, where you can see and hear how something looks or sounds from another perspective — this has been really valuable for us."**

The Social Teahouse sees many benefits by measuring impact. Stoyana Stoeva, co-founder of the Social Teahouse, explains: *"Measuring our impact on the mentees' progress gives us the opportunity to learn and to modify the mentorship program so that it better fits their abilities and needs."* She continues: *"In the future, when we have become more experienced using the measurement tool and have more data, we hope that our impact measurement can help verify the effectiveness of our program. We want to use the results to attract potential partners, employers who would be interested in hiring from our target group, as well as the support of public authorities and decision makers on a political level."*

Stoyana reflects on The Social Teahouse's four-year participation in the incubator: *"Reach for Change is the organization which 'knows everything in our kitchen,' in the sense that they know our organization inside out. Over the years we have developed a real partnership, and Reach for Change has a very special and intimate role with The Social Teahouse."*

REDUCE INEQUALITIES TO GIVE ALL CHILDREN A FAIR CHANCE

SDG 10. No child should be treated unfairly — 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 and whether they are rich or poor. All children have rights and should feel included in society.

CASE   **Anna Lindh & Thomas Breisten
Right To Play, Sweden**

© Teodor Axlund

Right To Play Sweden uses sports to integrate unaccompanied youth

A report from the Swedish Institute for Evaluation of Labor Market and Education Policy (IFAU) shows that for youth to find their first job, access to the connections of a well-established parent or other adult is key.* This is something that newly arrived youth — especially unaccompanied minors — often lack. These youth often do not speak fluent Swedish and struggle to navigate job ads and recruitment processes. This results in limited possibility to gain employment, which is the first step on the path towards social exclusion.

In response to this challenge, social entrepreneur Anna Lindh launched Right To Play Sweden. In cooperation with municipalities, sports associations and the youth themselves, Right To Play Sweden uses sports as a platform to equip the youth with the self-esteem and self-confidence to apply for a job, and with the knowledge, skills and connections needed to get one. Ultimately, Right To Play Sweden aims for the youth to become active participants in Swedish society.
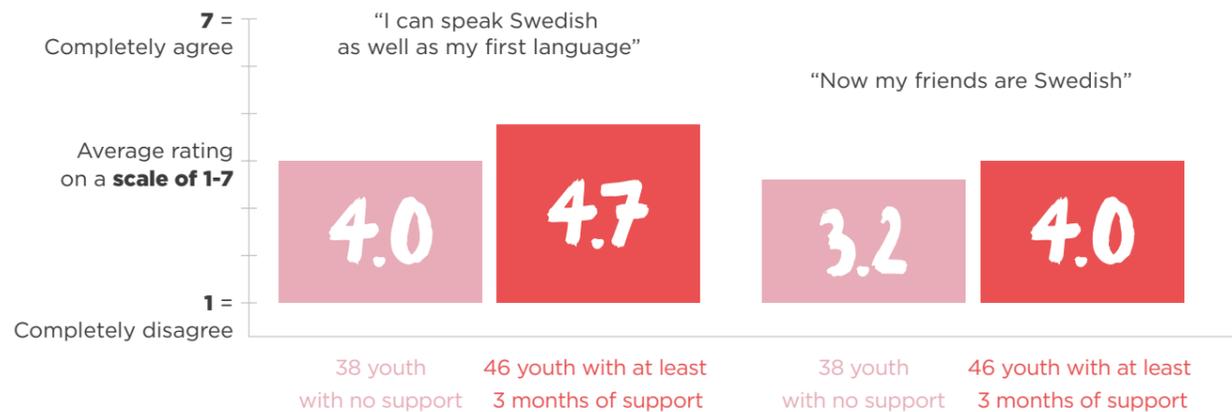
*When strong ties are strong — networks and youth labor market entry (Kramarz & Nordström Skans, 2014)

OUTCOME RESULTS
Improved Swedish skills and increased network of native Swedes

In 2018, Anna and her team measured fulfillment of the targeted outcomes, Improved language skills and Increased network of native Swedish friends (see the result in the below graph). The youth in the before and after assessments are not the same, but comparable on relevant aspects, e.g., age, gender, time in Sweden, family situation and asylum status. The youth who received support from Right To Play Sweden report a significantly higher self-rating than the youth who did not receive support (the result is statistically significant at the <10% level).

7 = Completely agree

Average rating on a **scale of 1-7**

1 = Completely disagree

"I can speak Swedish as well as my first language"

"Now my friends are Swedish"

4.0	**4.7**	**3.2**	**4.0**
38 youth with no support	46 youth with at least 3 months of support	38 youth with no support	46 youth with at least 3 months of support

STORY
Right To Play Sweden helped Mohammed feel a belonging to society

Mohammed arrived to Sweden without his family when he was 16 years old. Mohammed says, *"I was feeling bad because I did not know if I could stay. I longed for my family and I felt small and helpless."* Mohammed's friends recommended Right To Play Sweden and he applied to be a youth leader. When Mohammed got the job, he felt incredibly happy, *"This is a dream job. It is a job that gives me the possibility to give something back to the community that initially helped me. I can also help more newly arrived youths to integrate, get a job, learn the language, expand their networks and avoid social exclusion and loneliness."* Looking back, Mohammed observes that a lot has happened since he first engaged in Right To Play Sweden: *"Since I started in Right To Play Sweden I have improved my confidence. Right To Play Sweden has opened doors for me that otherwise would not have been opened, and behind those doors there have been many possibilities. Now I long less for my family. I'm active instead of staying at home and thinking about how much I miss my family."* He ends by saying:

" One of the best things about Right To Play is that I feel that there is a long-term plan. It makes me feel safe. **"**
— Mohammed

The Reach for Change stamp of approval helped Right To Play Sweden attract funding and scale to increase employability for 291 newly arrived youth

When Anna was selected to the incubator back in 2017, Right To Play Sweden had just decided to launch in Sweden: *"When we joined the incubator, we had nothing in place. We started to receive support from Reach for Change for planning and measuring our impact, which has enabled us to find out to what extent our solution actually works. That has been crucial for us, both in terms of developing an effective solution, but also for other purposes such as raising funds."*

Anna continues: *"In the beginning we also received coaching and guidance regarding the overall development of our organization. This strategic support really helped us take one step at a time and not run with everything. We had so many ideas and so many things on our to-do list that we wanted to do right away, but the Swedish Reach for Change program team helped us slow down and prioritize. They told us to first focus on the youth and make sure to build a great program for them, and then we could move on to focus on other things. During 2018 we have continued to develop our programs, but also to build our brand using the results from the impact measurement that Reach for Change helped us conduct."*

As Anna looks back at her own journey as a social entrepreneur, she says: *"Everything I know about running a social enterprise, I learned from Reach for Change. As social entrepreneurs, we are all at different levels of reaching our dream — but we need support to be able to do it. Because of the credibility that being a social venture in the Reach for Change incubator has given us, we have been able to attach a strong value to our brand much earlier."*

In 2018, Right To Play Sweden almost doubled their number of children and youth supported and increased their revenues by more than $100,000 USD compared to 2017.

PARTNERING FOR CHANGE
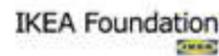
WE MAKE IT HAPPEN TOGETHER

In our work to create a better world for children, we have been fortunate to team up with innovative and internationally recognized brands, institutions and foundations. These partners share our view that working strategically for a better world for children and youth is not only a responsibility, but an opportunity to shape future societies and do better business. Together, we push the boundaries for innovative and impactful partnerships for social good. On the following pages, you will find examples of how we joined forces to create a better world for children in 2018.

GLOBAL SENIOR PARTNERS

PARTNERS

PRO BONO PARTNERS

JOIN OUR JOURNEY

Are you curious about how your organization can leverage its superpowers to make a tangible difference for children and youth? We are constantly seeking out new smart, brave and passionate partners who want join our global network. To further accelerate our impact in the coming years, we are especially looking for:

1 Partners that can contribute financially

2 Partners that can support us with resources and unique skill sets

3 Partners that can help lift our cause

4 Partners that can help us bring social entrepreneurs to scale

MAKE A DIFFERENCE AND DO BETTER BUSINESS

We have 9 years experience of designing innovative and impactful partnerships tailored to our partner's specific expertise, brand and strategic objectives. We offer four distinct value propositions to enable our partners to do better and more sustainable business.

IMPACT
We help partners efficiently deliver on their specific CSR and Sustainability promises and deliver measurable social impact in line with the Sustainable Development Goals.

BRAND
We help partners build purpose-driven brands through authentic and engaging content for brand activations and impactful communication.

EMPLOYEE VALUE
We help partners engage and empower their employees through engagement opportunities tailored to their individual expertise and passions.

NETWORK
We provide access to a network of high-profile business partners, entrepreneurs and decision-makers.

Are you interested in joining our journey or finding out more about what Reach for Change has to offer? Please contact Madeleine Rosberg, Collaboration Manager at **madeleine.rosberg@reachforchange.org**

PUTTING SOCIAL ENTREPRENEURSHIP ON THE MAP IN ETHIOPIA

CASE: THE IKEA FOUNDATION

Since Reach for Change launched in Ethiopia in 2015, the country has gone from being a blank spot on the map of social entrepreneurship to the host of the upcoming Social Entrepreneurship World Forum. The partnership with the IKEA Foundation is fundamental to Reach for Change's work to promote social entrepreneurship and improve conditions for children in Africa's second most populous country.

When Reach for Change launched its programs in Ethiopia in 2015, it was the first incubation program specifically for social entrepreneurs.

"We were the first and only organization in Ethiopia focusing solely on social enterprise. We knew we had a lot of work to do to convince people that social entrepreneurship had the power to make a real, sustainable and lasting positive change on society" recalls Anna Chojnicka, Country Manager for Reach for Change in Ethiopia.

Despite the challenges of being a pioneer in the sector, we immediately saw the potential of working with social entrepreneurs to address the dire needs of children in Ethiopia.

"We found a number of exceptional entrepreneurs who were dedicated to developing businesses that not only generate profit but improve education, health, create quality jobs and build livelihoods," says Anna Chojnicka.

In 2016, the IKEA foundation joined as an anchor partner, and the year after we jointly launched a three-year program focused on the potential of social entrepreneurship to improve early childhood development and primary education in Ethiopia. An aggressive target was set — to support and nurture 120 outstanding social entrepreneurs who will develop and scale up solutions impacting over 84,000 children (from birth to 15 years) and their families in urban and rural settings.

With a Swedish background and a mission to create brighter futures by helping children and families afford better lives, the IKEA Foundation was a natural partner. And two years down the line, we are well on the way to reaching the targets. To date, through the IKEA Foundation partnership, we have supported 79 social entrepreneurs, who have together impacted more than 66,000 children.

**Patrick Obonyo,
Programme Manager,
IKEA Foundation**

❝ We know that social entrepreneurs have a deep understanding of their local realities. This ensures their solutions are relevant for the communities, families and children that they seek to benefit. The IKEA Foundation believes that helping social entrepreneurs in Ethiopia to succeed is key to creating a lasting positive impact. In partnership with Reach for Change, the IKEA Foundation supports social entrepreneurs so that thousands of children in Ethiopia can enjoy better health, better education and a brighter future. ❞

Many of the social entrepreneurs have been able to drastically scale their impact through the support. One example is Ayatam Simineh, who has developed a model for providing free soap and hygiene training within schools to prevent absenteeism and the spread of diarrheal infections. Since he entered the Reach for Change incubator, Ayatam has been able to increase his revenues by 700 percent, allowing him to go from a one-man operation to a team of 15 people and extend his reach from two to 20 schools in Ethiopia.

Beyond impacting individual children, the social entrepreneurs in our programs are also role models for the emerging social entrepreneurship scene in Ethiopia. From experience in other markets across West Africa, Central Europe, the Baltics and Scandinavia, we know that these kinds of role models demonstrate the power of social entrepreneurs to tackle pressing challenges.

Establishing an ecosystem for social entrepreneurship has been key in Reach for Change's work in Ethiopia. To boost this development, we have contributed as the founding partner for Social Enterprise Ethiopia (SEE), a locally led movement designed to create an environment where social enterprise can thrive in Ethiopia. SEE received recognition as a formal association in November 2018.

**Amma Lartey,
Regional Director Africa, Reach for Change**

❝ The fact that the Social Enterprise World Forum will be hosted in Ethiopia in 2019 is a testament to how much momentum the sector has generated in only a few years. We can't wait to take the next step together with the IKEA Foundation and other brave partners to see this movement spread nationwide and inspire generations of social entrepreneurs to come. ❞

JOINING FORCES FOR REFUGEES

CASE: INNOVATION FOR INTEGRATION

In 2016, Reach for Change took action to respond to the refugee crisis. Working with Stenbecks Stiftelse, Tele2 and the Postcode Foundation, we have incubated seven innovative solutions that have measurably improved the situation for one of Sweden's most vulnerable groups of children.

Late 2015, Sweden received an unprecedented number of unaccompanied minor refugees. Some of the children had fled their countries alone, and some had been separated from their families on the way. They needed a chance to rebuild their lives in Sweden, and society was struggling to manage the situation.

We realized that to effectively help address the challenges for this particular group, we needed to act quickly. We also realized that we couldn't do it alone. In 2016, together with our co-founders Stenbeck Foundation and Tele2, we designed a thematic program to enable the development of new solutions that improve life chances for newly arrived children and youth.

Our initial research indicated a need to complement the support that public institutions provide in several key areas, including mental health, language skills and social networks. Over the coming three years, we invited seven social entrepreneurs to an incubator program focused on developing and scaling solutions addressing these needs.

**Viktor Wallström,
EVP Communications
& Sustainability, Tele2**

" To successfully integrate the newly arrived Swedes in the labor market and the society in general is a key national challenge that naturally also affects us as a company. Through the Innovation for Integration project, we have been able to help address this challenge in an innovative way that is closely aligned with our strategy. The measurement processes that Reach for Change has implemented, and the verified fundamental impact the solutions have had, confirms that we can effectively support one of the most vulnerable groups of minors — and that there is a scope to do much more. "

As part of the incubator support, Reach for Change has done extensive research in collaboration with external researchers to analyze the program's impact on newly arrived children and youth. The research indicates that the solutions have led to statistically significant improvements in the youths' mental well-being, social connectivity and language skills. Research also indicates that these improvements are fundamental to youth success in the labor market and in society in general.

Although most of the social entrepreneurs' solutions were at a very early stage when the groups entered the incubator, many of them have also successfully started scaling their solutions towards impact on a national level. As an example, Kompis Ungdom, a buddy program enabling newly arrived youth to make Swedish friends, has expanded from one to eight municipalities around Sweden. In total, the seven entrepreneurs have impacted more than 2,000 children in the target group. All entrepreneurs state that the support from Reach for Change and partners has played a significant role in their growth, and two thirds state it has been crucial.

Swedish municipalities and other governments play a critical role in enabling the national uptake of such social innovations. We have therefore put a special focus on promoting effective collaborations and removing barriers between social entrepreneurs and government groups. With support from the Postcode Foundation, we have been able to facilitate a series of meeting forums, joint problem-solving sessions and the development of a hands-on guide for successful collaborations.

The specific nature of the challenges addressed, and the need to quickly reach scale, has challenged us to employ new methods to support social entrepreneurs. Because they all work with the same target group, they help each other through peer-to-peer learning. They have also received coaching on trauma conscious care — expert support and tools to work with children dealing with trauma. In addition, Reach for Change has developed a common framework for impact measurement to analyze their effect on the societal needs identified.

**Nicklas Wallberg,
Country Manager Sweden**

3 things that we have learned from co-creating solutions to urgent and pressing issue

Expect the unexpected. With Innovation for Integration, we are breaking new ground and have had to build something from scratch. Or in entrepreneurial terms, *build the plane while flying.* This has underlined the need to ensure we have an agile organization and a readiness to quickly refine and adapt our approaches; when you deal with something that new you better plan for the unexpected.

Strategy-driven change rather than opportunity driven. We want to drive long-term change via strategy, not opportunity. Integration and inclusion will be challenges the Swedish society will need to work on for years to come. And while we saw an opportunity assist thousands of refugee children and youth, we also saw that this type of work needs to be driven by a strategic approach. Consequently, we are implementing knowledge and expertise gained via Innovation for Integration in our core offering.

Measure your impact and act accordingly. The new challenges forced us to develop a new impact measuring framework that, not surprisingly, proved to be vital. It allowed our program development to be driven by impact rather than what we thought would be a good result. Later in 2019, we'll provide the final findings when all the data has been collected, but because of the quarterly data collections, we could see how and why our social ventures were progressing.

UNLEASHING THE POTENTIAL OF CO-WORKERS

CASE: CO-WORKER ENGAGEMENT

As part of its programs, Reach for Change provides opportunities for partner co-workers to use their specific expertise to directly contribute to social impact. In 2018, we successfully piloted tailored co-worker engagement programs with Kinnevik, NENT and QVARTZ focused on strengthening our social entrepreneurs' financial sustainability.

In designing mutually beneficial partnerships, Reach for Change strives to identify and leverage each partner's specific super powers — their unique assets in terms of expertise, platforms, brand or technology. One key asset is the expertise and commitment of our corporate partners' co-workers.

Numerous reports, including Understanding Social Impact that Ipsos developed for us in 2018, show that employees highly value opportunities to engage in social issues as part of their job. Through tailored staff engagement programs, we help our partners offer meaningful opportunities to their co-workers, while accelerating the impact of our programs.

**Viktor Olejnik,
Senior consultant,
Qvartz**

" Working with social entrepreneurs from Reach for Change is very inspiring, it is one of the most fun parts of my job. "

In 2018, Reach for Change has had a specific strategic focus on helping our social entrepreneurs strengthen their financial sustainability. To match this need, we have piloted tailored co-worker engagement programs with our corporate partners Kinnevik, Nordic Entertainment Group (NENT) and QVARTZ Consulting.

NENT: Reach for Change offered an Advisor Program for NENT Controllers to work hands-on with a selected social entrepreneur to capacity build through financial controlling, including budgeting and developing financial routines. Controllers are matched with a social entrepreneur based on the social entrepreneur's needs and the Controllers' interest and passion. The Controllers meet with their social entrepreneur for a minimum of three times over the year-long Advisor Program to have hands-on sessions for three hours.

Together with Kinnevik, Reach for Change developed a global Advisor Program, where Kinnevik advisors provide advice, tools and capacity-building support to selected social entrepreneurs. The advisor expertise includes skills within finance, HR, investing and leadership. Reach for Change provides the advisor/social entrepreneur teams with a framework for their collaboration to facilitate a successful partnership.

QVARTZ consultants have provided team hands-on support to social entrepreneurs within areas including value proposition, business modeling and packaging — three components that are key to developing financial sustainability. Through group kick offs, digital workbooks and ongoing evaluations, Reach for Change has provided the advisor/social entrepreneur teams with tools and resources to ensure successful collaboration.

Mid-year surveys with the participants (social entrepreneurs and advisors) showed that all 100% felt that being a part of the program had been valuable to them as individuals and/or professionals.

**Josefin Borglund,
Program Manager, Sweden**

3 success factors for co-worker engagement

Relevance is key. When asking co-workers to engage outside of their normal tasks, it is critical that their efforts are relevant and make a tangible difference. The key is to identify relevant and clearly articulated needs that match the individual co-worker's competencies and passion. It is amazing to see how co-workers' core skills can have a big impact on improving children's lives.

Be clear on expectations. A key success factor in designing successful co-worker engagement programs is clear expectations of time allocation and deliverables. We encourage partners to clearly articulate when and how much co-workers can engage during work hours and ideally to integrate this work with regular reporting and personal development plans.

Remember it's about people. Our strongest success stories are all about strong personal relationships. The key is careful matching between co-workers and social ventures and prioritizing time for interpersonal connection, reflection and celebration of their extraordinary efforts.

PARTNERING TO INNOVATE

CASE: EU / BULGARIA

Bulgaria is the poorest country in the EU, facing a number of challenges related to poverty and social exclusion. To address poverty and increase inclusiveness, the EU (through the European Social Fund) and the Bulgarian government are implementing a six-year (2014-2020) strategy called Operational Programme Human Resources Development.

In 2017, Reach for Change was selected as a partner to promote the use of social entrepreneurship and innovative practices to address the challenges identified. Out of approximately 200 prospect partners, Reach for Change's proposal scored the highest.

During 2018, the project has been successfully implemented. Three innovative practices — social impact management, scaling social impact and achieving system change — were adapted for Bulgaria through intensive research and analysis and piloted through individual consultations.

Ten Bulgarian social entrepreneurs were granted the unique opportunity to visit Stockholm where they met and exchanged experiences with their Swedish counterparts, attended four two-day seminars and received three tailored toolkits related to the innovative and successful practices in Sweden.

The project culminated in a presentation, delivered at the international Partnering for Change conference, that discussed the best ways of unleashing the power of entrepreneurship and innovation to create a better world for children and youth.

EUROPEAN UNION
European Social Fund

HUMAN RESOURCES DEVELOPMENT

Project "Transfer of Innovative Practices for Enhancing the Social Impact from the Activity of Social Entrepreneurs" is funded by OP Human Resources Development 2014-2020, co-financed by the EU through the European Social Fund

Yuriy Vulkovsky, Country Manager Bulgaria, Reach for Change

" We are grateful that the EU and the Bulgarian government have seen the opportunities in using social innovation to adress some of the most pressing needs in Bulgaria. We can already see that a number of new ideas and approaches have come up as a result of bringing social entrepreneurs from Sweden and Bulgaria together. "

PARTNERING FOR IMPACT IN LITHUANIA

CASE: SO WHAT CONFERENCE

It's said that what doesn't get measured doesn't get managed. One key barrier of cross-sector partnerships is that there is a lack of common understanding about what to measure and how to quantify success.

For this reason, in November, Reach for Change in partnership with British Council and Tele2, Geri norai LT and Bernardinai arranged So What — the first Pan-Baltic conference on impact and impact measurement.

More than 100 representatives from different sectors — government, academia, business and NGOs — met in Vilnius, Lithuania to learn more and to initiate new cross-sector dialogues. Researchers, business leaders and government representatives contributed their different perspectives, and Annica Johansson, Head of Impact at Reach for Change, shared insights on how to go from impact measurement to impact maximization.

In a survey after the event, 100% of the respondents stated that the conference had increased their knowledge about how to measure impact. And the conversations are likely to continue, as a majority of guests also stated that they had made new useful contacts during the conference.

1-OJI BALTIJOS ŠALIŲ KONFERENCIJA APIE SOCIALINĮ POVEIKĮ

PARTNERING FOR THE SDGs ACROSS AFRICA

CASE: PRESIDENT'S OFFICE GHANA

Since Reach for Change was created nine years ago, we have developed an effective model to identify and activate high potential social entrepreneurs. Over the years, tens of thousands of individuals have applied to our programs and helped build our global pipeline of social entrepreneurs.

In 2018, the president of Ghana, Nana Addo Dankwa Akufo-Addo, chose to partner with Reach for Change to promote social entrepreneurship as a method for achieving the UN's 2030 Sustainable Development Goals (SDGs). A pan-African competition was launched to find, mobilize and provide exposure to innovative

African social entrepreneurs with the potential to make a big contribution towards the achievement of the UN's 2030 Sustainable Development Goals. Over 1,300 entrepreneurs from all over Africa, from the Gambia to Kenya, Egypt to South Africa and everywhere in between, submitted their contributions.

In 2019, the five winners will be honored by the president and awarded $10,000 USD each to increase their impact and continue their innovative work in the SDG area(s) in which they are focusing.

PARTNERING FOR STRATEGIC CSR

CASE: TELE2 CROATIA

International telecom brand Tele2 has set out to distinguish itself from competitors by being a "Responsible Challenger." In Croatia, together with Reach for Change, Tele2 is taking corporate responsibility to a new level by pushing the development of an ecosystem of social entrepreneurship.

In 2018, for the first time in Croatia, stakeholders from the corporate and non-profit sector came together to develop sustainable strategies to address social challenges for children and youth. At the Barrier Breaking session, hosted by Tele2 and Reach for Change, business people worked in teams with social entrepreneurs to overcome strategic barriers. As a result, the social entrepreneurs have been able to further scale innovations that empower children with disabilities and increase access to education in underprivileged areas.

The Barrier Breaking Session is one of the ways that Tele2 lets its staff use their specific expertise to address pressing social challenges. In addition, in 2018, almost the entire team of Tele2, from new
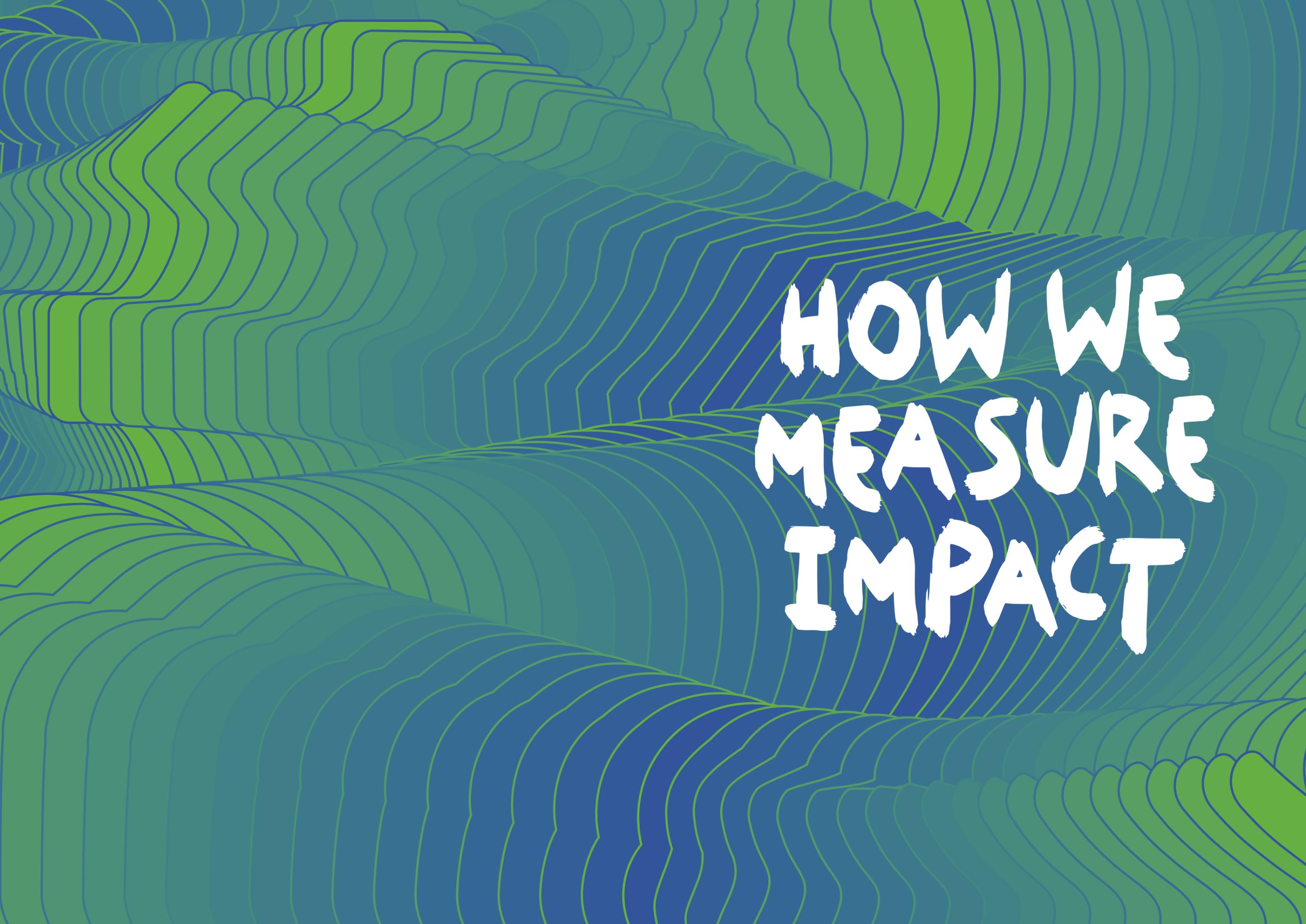
recruits to the CEO, has been actively engaged in selecting and supporting the social entrepreneurs in the Reach for Change incubator. During the selection process, Tele2 employees gave their feedback on applications. Taking ownership and building engagement, the staff offered valuable input to the process for Reach for Change and had a say in what type of projects they wanted to support.

Reach for Change and Tele2 continuously seek out opportunities to leverage Tele2's technology, communication platforms and network to further scale the impact of the programs and the link to Tele2's core business. As one of the pilot projects during 2018, Reach for Change and Tele2 initiated a program where Tele2's prepaid users could donate funds directly to social ventures. Besides providing a small but valuable funding source for the enterprises (Tele2 customers donated around HRK 20,000 — just over $3,000 USD) it provided great visibility for the social entrepreneurs and their causes and enabled Tele2 to get their users engaged in making a difference. It also allowed the customers to identify themselves with the cause Tele2 was promoting and to "adopt" the social ventures' projects as their own — all of which allows Tele2 to form stronger and more trusting relationships with its customers.

Viktor Pavlinić, CEO of Tele2 Croatia

"When talking about CSR, what sets Tele2 apart from the others is the fact that we approach corporate philanthropy, corporate volunteering and donations in a systematic way. We are targeting five areas, of which I would particularly emphasize the importance of child protection. In this area, through our partnership with Reach for Change, we have supported 12 social entrepreneurs whose ideas are directed towards solving pressing issues for children. This partnership has proven to systematically empower social entrepreneurship with both financial support and the valuable knowledge of partners involved."

HOW WE MEASURE IMPACT

MEASURING IMPACT ON SOCIAL VENTURES

Since our direct contribution is for the social ventures we support, measuring our impact on them is essential. If we were to only measure our social ventures' impact on children and youth, a significant portion of our impact results chain would be a "black hole" and we would not gain the information needed for learning and for improving our support. We monitor:

OUTPUTS

Incubator support received by our social ventures. In 2018 we measured outputs by surveying our social entrepreneurs at the end of the year about what incubator support they received from us. For example, we asked about within which areas that they received capacity-building support, and how many useful connections that were made for them. 80% responded and participation was anonymous — read about the results on pages 24-25. In 2019 our program managers will monitor output results per named social entrepreneur, so that we can perform a more granular analysis of which outputs that most effectively drive achievement of our targeted outcomes.

SHORT-TERM OUTCOMES

Strengthening our social ventures' organizational capabilities. By organizational capabilities we mean the structures, strategies, processes, culture, know-how and other components that our social ventures need in order to develop effective solutions and become ready to scale. We monitor organizational capabilities within five areas: **A** *Effective solution,* **B** *Financial sustainability,* **C** *Leadership and team,* **D** *Impact scaling* and **E** *Systems change.* To understand our social ventures' development in 2018, we compared their organizational capabilities in January and December (read about the results on page 30).

We measure a social venture's organizational capabilities by counting the number of milestones reached. A milestone is either a completed activity (e.g. Theory of Change mapped) or a result accomplished (e.g. Positive outcome results achieved). Milestones are predefined by Reach for Change and are the same for all social ventures participating in the incubator. Together they make up our core monitoring tool, the *Development Tracker.*

The targeted milestones vary with the incubator year. During the first incubator year, for example, the target is for our social ventures to reach milestones A1-A7, B1-B9, C1-C7, D1 and E1-E3. Milestone achievement is assessed through dialogue between our in-country program managers and our social entrepreneurs. For several of the milestones, our global impact team validates the assessment by reviewing empirical evidence.

To gain an improved understanding of our impact, we surveyed our social entrepreneurs at the end of 2018 on how much less they believe they would have developed during the year without support from Reach for Change - read about the results on pages 32-33.

LONG-TERM OUTCOMES

Survival and scaling of our alumni. By strengthening the organizational capabilities of our social ventures while they are in the incubator, we prepare them for scaling their impact to a significant share of their target group after they have graduated. We have so far monitored our alumni's development through surveying them about their organizational growth in terms of increase or decrease in revenues gained, staff employed, volunteers engaged, geographical footprint and number of children supported. We don't survey our alumni every year so in this report we share our 2017 results — read about them on page 34. In the next survey we aim to explore in more detail to what extent our alumni have scaled their impact and reached a significant share of their target group.

MEASURING IMPACT ON CHILDREN AND YOUTH

Because our ultimate impact goal is to create a better world for children and youth, it is key for us to learn the extent to which our social ventures reach this goal. We ask our social ventures to monitor and report:

OUTPUTS

Number of children and youth supported. A child is defined as under 18 and youth as 18 to 24 years old. "Supported" means that the child or youth has received support towards the outcome(s) targeted by the social venture, e.g. improved literacy. In 2018, the number of children and youth supported was submitted by our social ventures as part of their triannual reporting. They also submitted documentation that verified the number reported, which was audited by our global impact team. On pages 38-39, we have clustered the total number of children and youth supported by our social ventures in 2018 based on: age, support channel, targeted short-term outcome and Sustainable Development Goal.

OUTCOMES

How the lives of children and youth were improved, changed and protected. In addition to monitoring the number of children and youth supported, we want to find out how the support resulted in change — the outcomes. Our social ventures all work to create a better world for children and youth, but the outcomes they target differ. In this report, we can find examples ranging from strengthened integration, to improved attitude towards coding, to improved literacy (read about the results on pages 39-49). We encourage our social ventures to try to capture not only outcomes (what changed for the children and youth supported) but also impact (how much of the change would not have happened without the support of the social venture).

For social ventures participating in their first incubator year, our focus is on helping the social entrepreneur and their team to *qualitatively explore* outcomes. We build their capacity to interview children and youth about how they were impacted by the social venture's support, and we guide them on how to capture what they learned in impact stories. In 2018, our social ventures submitted impact stories as part of their triannual reporting. Our global impact team audited all impact stories and shared feedback for the social entrepreneur and their program manager to reflect on together.

For social ventures participating in their second and third incubator year, our focus is on helping the social entrepreneur and their team to *quantitatively measure* outcomes. The outcome "Improved literacy," for example, could be measured through the indicator "number of words that a child can read correctly during one minute". In 2018, our social ventures reported quantitative outcome results annually. Results were audited by our global impact team.

GOVERNANCE & FINANCIAL STATEMENTS

GOVERNANCE

How we ensure strong governance & reliable control

Through our social ventures, Reach for Change has impacted children and youth worldwide. Reach for Change has a portfolio of 1000+ social entrepreneurs in 18 countries across three continents (Africa, Central Asia and Europe). In many of these countries we have local teams on the ground, working closely with the entrepreneurs to enable them to develop and scale their social innovations. Reach for Change operates as one organization across all our markets.

In order to guarantee, that our activities are carried out as efficiently as possible and in accordance with our mission, vision, strategy and all applicable guidelines, agreements and regulations, we place a strong emphasis on having a robust governance system with all necessary internal and external controls in place. This includes continuous quality assurance in strategy implementation, ongoing dialogue with partners, internal skills development and further development of processes and support. This has resulted in a high awareness of the importance of Reach for Change's values and ways of working that is integrated into all aspects of our organization.

In this section you can read about how our organization is governed both internally and externally.

> If we are to achieve the impact we want, having a robust governance structure that our key stakeholders can rely on is essential to our activities
>
> **Maria Modigh, COO**

Governance in practice

Our governance is formed in connection to our values, ways of working and code of conduct that characterizes the work of our Board, management team and employees. It encompasses our organizational structure, leadership, decision-making powers, responsibilities and employee competencies, as well as the internal and external controls that govern and regulate our work.

Reach for Change's Global Board of Directors is the highest governing body of Reach for Change. In accordance with Swedish Charities Law, the Board of Reach for Change is responsible for the overall management and oversight of the organization, as well as ensuring its adherence to its statutes. The Board convenes four times a year and appoints and oversees the work of the CEO and global management team. In accordance with their rules and procedures, our Global Board is responsible for approving the strategic direction of the organization, and for managing risks, internal controls, oversights, setting and approving the budget as per their fiduciary responsibility and ensuring good governance.

In line with our global strategy, governance and decision-making structure, all separate established legal entities are treated as branch organizations. Our local boards exist for advisory purposes only, and local board members act as ambassadors for Reach for Change.

The foundation's operational work is lead by our CEO and a global management team, representing our different regions and core functions. Each management team member reports directly to the CEO. Together, the CEO and the global management team are responsible for the day-to-day management of Reach for Change.

External and internal quality assurance

Another fundamental part of our governance is the external and internal regulations governing Reach for Change's work.

External quality assurance

Reach for Change is a member of **FRII** (The Swedish Fundraising Council), a trade organization that works to ensure transparency and ethical standards in fundraising. As members, we comply with the FRII Quality Code, which sets out best practice for governance of charitable organizations including mandatory internal controls. Reach for Change conducts a bi-annual external audit to verify that Reach for Change complies with such requirements and also publishes an annual FRII Impact Report (in addition to our own Global Social Impact Report) that verifies and highlights progress made towards our long-term impact goals. This assures our partners that our governance standards are in line with industry best-practice.

Reach for Change also has a 90-Account as a member of the independent inspection authority, the Swedish Fundraising Control. Having a 90-Account means that Reach for Change meets the requirements of the authority as far as fundraising income is used and acts like an additional stamp of approval in regard to our fundraising policies and processes. For all organizations that have a 90-account, a maximum of 25 percent of total costs may be used for fundraising and administration. The authority carries out an annual check to ensure we meet their 90-Account requirements. In 2018, Reach for Change used 18 percent for fundraising and administration.

Our annual external audit also takes into account our internal controls and processes.

Internal Controls

Internal control is part of the financial and operational management at Reach for Change. The continuous development, improvement and quality assurance of Reach for Change's internal controls (including but not limited to rules, guidelines and process descriptions) is overseen by our COO and Finance function, and followed up by our global management team and Global Board of Directors on an ongoing basis.

Reach for Change's policies for:

Fundraising — Our Fundraising Policy sets out the principles and requirements that we apply to our fundraising activities.

Investment — Our Investment Policy establishes the rules, objectives and organization applying to Reach for Change's management of its funds.

Countering irregular conduct — Our Policy for Countering Irregular Conduct aims to keep to a minimum the risk of irregular conduct. This policy serves as a guiding principle when dealing with suspicions concerning irregular conduct.

Whistleblower — At Reach for Change, we are committed to the highest possible standards of openness, honesty and accountability. In line with that commitment, our Whistleblower Policy lays out our requirements and process for employees and others that we deal with who have serious concerns about any aspect of the company's work.

Code of Conduct — Reach for Change wants to create a workplace where each employee meets the highest business and personal ethical standards and where employees take pride in our operations. Therefore we comply with the United Nations Convention Against Corruption, the Children's Rights and Business Principles, and the Global Compact Reporting Guidance on the 10th principle to develop a strong commitment against corruption. The Reach for Change Code of Conduct exists to ensure that all our employees, social entrepreneurs, and affiliates share Reach for Change's commitment to such responsible business practices.

Our strategy

Reach for Change has one global strategy that applies to the entire organization.

During 2017, we conducted a major strategic review to identify a long-term objective for the operations and key milestones towards its achievement, as well as relevant trends that need to be considered. The process resulted in a four-year strategic plan, **Vision 2021.**

Vision 2021 lays out three key development areas to enable Reach for Change to develop into an even more impactful organization — **Relevance, Agility and Sustainability** and a set of prioritized,

connected initiatives. These include a clarified operating model, continued development of thematic programs and diversified financing.

During 2018 we began to put the revised strategy in action, and in the beginning of 2019, this work has accelerated. We are also working to further concretize our long-term impact ambitions. In 2020, when Reach for Change turns 10, we plan to publicly launch a new inspirational target for the coming decade.

Below are some of the operational and organizational milestones identified in the Vision 2021 strategy.

2018

★ Vibrant team empowered by new competency framework

★ Agile operating model supported by sharpened systems and processes

★ Intensified focus on growing and nurturing smart partnerships with actors from all sectors

★ Core tools (i.e. programs and communication tool kits) documented

★ Strategy to attain thought leadership on impact measurement and cross-sector partnership launched

2019

★ Cross-regional programs addressing relevant challenges launched

★ Strategy for strengthened financial sustainability of our social ventures launched

✦ Strategy for support of our social ventures after incubator developed

✦ Best practices for innovative and impactful cross-sector partnerships identified and shared externally

2020

✦ Global conference for our social ventures

✦ Knowledge from cutting-edge programs (Innovation for Integration and Rapid Scale) integrated in core offering

✦ Intensified dialogues with media, governments and other key stakeholders

2021

✦ World-class programs contribute to the Sustainable Development Goals

✦ Global thought leader and go-to organization for corporations, governments and media

✦ World-class team with local know how and global best practice

★ Implemented   ✦ Not yet implemented

Our structure

Reach for Change Global Board of Directors

CEO*

CFO* | COO* | Program & Impact Director* | Regional Directors (CEK, NE, Africa)* | Communication & Strategy Director*

Finance Team | HR Team | Program Development & Support Team | Impact team | Communication Team | Fundraising & Partnerships Team

Program & communication Delivery Team (in-country)

Managing for Impact   **Delivering Impact**   **Partnering for Impact**

*Member of global management team

Our statutes are available on our website — **www.reachforchange.org**

FINANCIAL STATEMENTS

This section consolidates Reach for Change's financial performance for 2018. The figures include the Reach for Change Swedish Foundation comprising Sweden, Denmark, Latvia, Estonia, Lithuania, Rwanda, Chad, Senegal and our branches in Ghana, Croatia and Norway, as well as the separate foundations in Tanzania, Ethiopia, Kazakhstan and Bulgaria. Figures for Reach for Change Russia are not included since they are an independent franchise. The entire Reach for Change operation is a privity with joint management.

Income statement

AMOUNTS IN MSEK	2014	2015	2016	2017	2018*
Revenues	36,7	47,6	50,9	55,2	60,4
External operating expenses	-23,3	-31,5	-31,1	-31,7	-35,1
Personnel costs	-13,0	-16,1	-19,2	-22,2	-24,5
Depreciation	-0,1	-0,1	-0,1	0,0	0,0
Operating result	**0,4**	**0.2**	**0,5**	**1,3**	**0,8**
Interest income	0,1	0,0	0,0	0,1	0,1
Interest expense and other financial expense	0,0	0,0	0,0	0,0	0,0
Result after financial income & expenses	**0,4**	**-0,1**	**-0,5**	**1,4**	**0,9**
Tax expense for the period	-0,1	-0,1	-0,2	-0,1	-0,1
Result for the period	**0,3**	**-0,2**	**0,3**	**1,2**	**0,8**

Balance sheet

AMOUNTS IN MSEK	12/31/2014	12/31/2015	12/31/2016	12/31/2017	12/31/2018*
Fixed assets					
Intangible fixed assets	0,0	0,0	0,0	0,0	0,0
Tangible fixed assets	0,3	0,2	0,1	0,0	0,0
Total fixed assets	**0,3**	**0,2**	**0,1**	**0,0**	**0,0**
Current assets					
Accounts receivable	1,4	2,3	2,5	1,6	10,2
Other current receivables	2,5	0,8	3,7	2,0	2,1
Prepaid expenses	1,3	0,4	6,4	0,3	0,3
Cash and bank	12,4	13,8	14,7	23,9	25,3
Total current assets	**17,6**	**17,2**	**27,3**	**27,8**	**38,0**
Total assets	**17,9**	**17,4**	**27,4**	**27,9**	**38,0**
Equity					
Foundation funds	2,8	2,1	1,7	2,1	4,9
Result for the period	0,3	-0,2	0,3	1,2	0,8
Total equity	**3,1**	**2,0**	**2,0**	**3,3**	**5,7**
Current liabilities					
Accounts payable	0,8	0,6	0,8	0,8	2,9
Tax liability	0,6	0,7	0,9	1,3	0,9
Other current liabilities	1,2	3,2	3,5	10,6	2,5
Accrued expenses and deferred income	12,2	11,0	20,1	11,9	25,9
Total current liabilities	**14,8**	**15,4**	**25,3**	**24,5**	**32,3**
Total Equity & Liabilities	**17,9**	**17,4**	**27,4**	**27,9**	**38,0**

ASSETS

EQUITY AND LIABILITY

* Numbers for Tanzania and Reach for Change Foundation in Ghana are still to be subject to audit.

GLOBAL SENIOR PARTNERS