



# FRII Impact Report 2017

As a member of FRII, the foundation Reach for Change (802426-5590) reports towards the FRII Quality Code, where the [Impact Report](#) is a key component.

**This document is an account of Reach for Change's operational year 2016.**



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Innovations that combine the result-focus of the business sector with the knowledge and the relentless passion of the social sector are a powerful engine for sustainable change. But in order to create change on a big scale you need guidance and support. Something not everyone has access to.

That's where we come in. We exist to find and help social entrepreneurs grow innovative ideas to their full potential. With the access to seed funding, business expertise and networking opportunities at an early stage these entrepreneurs can grow faster and better. In this report you can read more about the impact we are creating through our programs.

# Bringing Reach for Change to life

**The time has come to look back, to summarize what Reach for Change has achieved in 2016 and what we have learned from it.** For me, even more than previous years, this is a time for reflection, as it coincides with the time to step aside and welcome Sofia Breitholtz as new CEO of Reach for Change.

Eight years has passed since the early winter of 2009, when I met with the extraordinarily strong entrepreneurs of the Kinnevik group, and the idea of Reach for Change started to grow. The year after, we launched publicly in Sweden.

Many people doubted it would work. "It's too complicated, no one will apply, what does social entrepreneurship mean, what is an impact incubator?" But the community of change makers across the country proved everyone wrong. Over 2,000 individuals applied for the ten spots in our program. Many of them have since become leaders of the social entrepreneurship movement in Sweden that has grown into a vibrant and active community, with politicians as well as corporates onboard.

I am proud to say that five years down the line the story has repeated itself and Reach for Change is now co-creating solutions to help children with more than 180 Change Leaders in 18 countries across the world.

I am proud to stand alongside the global community of Change Leaders, to stand with Reach for Change's amazing team and new management, with our network of partners and supporters. I am proud of all the small steps we have taken, every action and initiative, that together creates the entrepreneurial movement for children that is Reach for Change. In 2016 we created bigger impact than ever before and I can't wait to see what happens next!



*Sara Damber*

REGARDS  
SARA DAMBER  
CO-FOUNDER & RESIGNING CEO  
REACH FOR CHANGE

# Continue to push boundaries and act as a catalyst for change

**I am extremely honoured - and humbled - to be given the opportunity to continue developing Reach for Change with the inspiring team, building on the committed work that Sara Damber has done.**

I truly believe that social innovation is key in overcoming the great challenges the world is facing today. Although this term has become more hyped-up recently, true social innovation is not only about fancy terms or cool concepts. It is about grit and tenacity, hard and tireless work, with a commitment to changing things for the better. Together with our Change Leaders and our children, we push boundaries, because ultimately we believe in another way, we believe in another world.

For me, Reach for Change is a powerful manifestation of this message. A catalyst for change and a testament to what we can achieve when we come together - across sectors and geographical boundaries - to create better opportunities for children around the world.

In this report, you will see some concrete and inspiring examples of what this passion and drive for innovative solutions can mean for children, and what it can lead to. Examples such as Elin Wernquist who, with our help, have taken great steps towards changing the system and push change for some of the most vulnerable children in Sweden. Or Jean Luc Semedo and Evelyne Ines, who we have supported in scaling a digital solution to increase the number of blood donations across Senegal, giving children who suffer from disease or have been victims of accidents a better chance of survival.

I hope that you will spend a few minutes getting to know Elin, Jean Luc and Evelyne and the work we are doing together with them and other Change Leaders across the world. And more than anything, I hope that you will join me and our global team as the journey continues.



*Sofia Breitholtz*

REGARDS  
SOFIA BREITHOLTZ  
CEO, REACH FOR CHANGE

# 2016 RESULTS IN SHORT



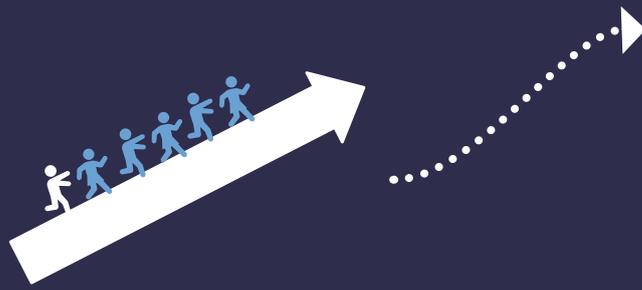
ACCELERATOR

**314**

...social entrepreneurs received support through our Accelerator program

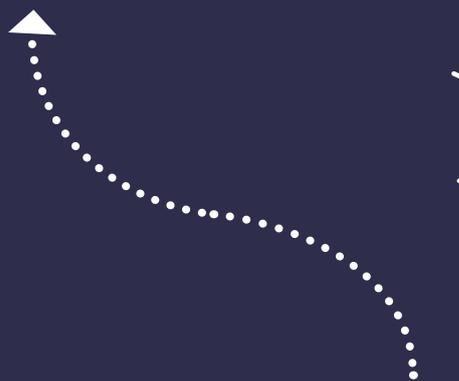


Only 3.5% of all the applicants were selected into the Incubator program



**76%** ...of the ventures in our Incubator supported more children, on average increasing their reach by x6

**73%** ...of the ventures in our Incubator gained more revenues, on average increasing by x2



**INCUBATOR**

**185**

...amazing social entrepreneurs were helped to create a better world for children through our Incubator program, a 38% increase compared to 2015

**IMPACT ON CHILDREN**

Our social entrepreneurs address pressing issues facing children in a number of different areas. Here are two examples.

Tanzania is currently experiencing a massive shortage of teachers – 26,000 science and math teachers are needed, but with only 1,000 new teachers being employed every year, it would take 26 years to level off the shortage.

To change the situation, Faraja Nyalandu founded Shule Direct, a digital platform enabling students to access a quality education, even when teacher may not be close by. During 2016, Faraja and her team provided 220,766 children with digital courses in eleven subject areas of the national curriculum for secondary school in Tanzania - more than fifteen times as many as in 2015.



**220,766**

In Sweden, 1 out of 4 youths between the ages of 16-24 suffer from mental illness such as anxiety and depression. However, only half of those seek the help they need to get better.

Annesofie Blixt therefore created Tilia, a place where youths can always go when other agencies are closed. Here, youths can meet with an adult who will listen to them talk openly whenever they feel the need to, through chat or in person. In 2016 Tilia supported 27,796 children and youth, eight times as many as in 2015.

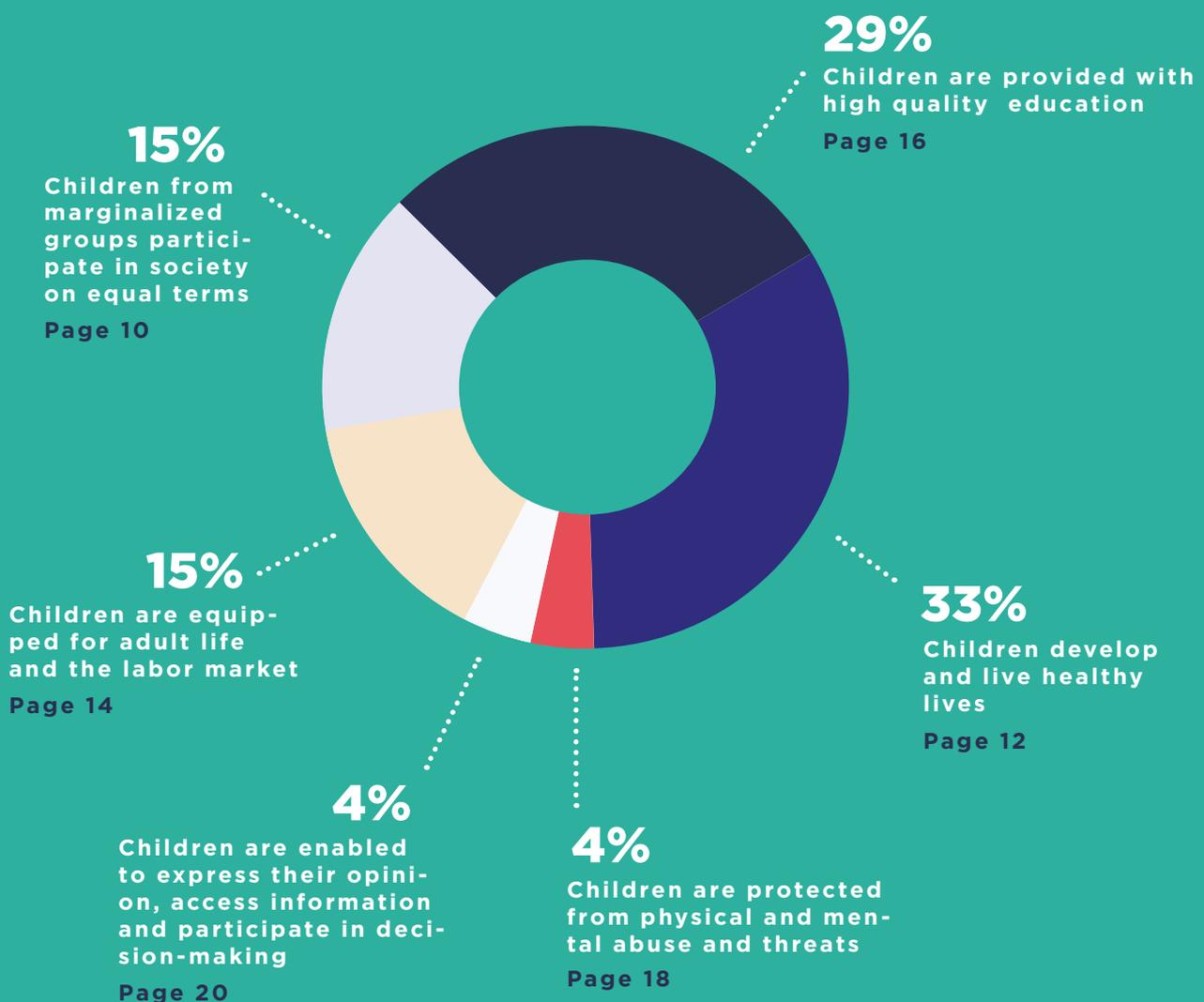


**27,796**

# Improving the lives for hundreds of thousands of children

The end game of our work is to improve children's lives on a big scale. The social ventures we support aim to achieve one of six impact objectives, using a variety of methods ranging from increasing awareness to equipping children with new skills. During 2016 we supported a total of 433 social ventures, who in their turn improved the lives for hundreds of thousands of children. In the following section you can read more about our entrepreneurs' impact on children.

# Solutions in portfolio split on impact objectives



Through our impact objectives we contribute to the fulfillment of ten of UN's Sustainable Development Goals (1-8, 10 & 16) Read more under each section.

# Children from marginalized groups participate in society on equal terms

## SDG: 5. Gender Equality & 10. Reduced Inequalities

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

## Case: Cirkus Unik

**The stamp of approval helped Cirkus Unik partner with local government.** Sweden enjoys a rich cultural diversity, but many cities suffer from increasing rates of segregation and social inequalities that cause prejudice and barriers to grow between different socio-economic groups. Elin Lutke and Jailton Carneiro run Cirkus Unik that uses circus training as a tool to promote inclusion and integration among children and youth from segregated housing areas.

In 2015, Cirkus Unik operated in four Gothenburg communities with the goal to find a business and scaling model that allowed for sustainable expansion to more communities. Elin and Jailton identified local government as a key stakeholder, and approached them with a partnership proposal. Although Cirkus Unik had demonstrated good results, the proposed partnership entailed a larger investment and required a higher level of trust from the government officials. At this point Cirkus Unik had just been selected to join the Reach for Change Incubator.

Since the beginning of 2016, local government funds Cirkus Unik to run their circus school and workshops as a core part of after school activities. So far this year they have supported more than 800 children in six communities (compared to 160 children in four communities in 2015). Elin and Jailton are now exploring how they could advance their business model to encompass also the business sector. Elin emphasizes that the advisory board that Reach for Change has connected Cirkus Unik with will be helpful in this process: “Anna Harris from Spotify, Ola Pettersson from Tele2 and Joakim Klingspor from MTG contribute a highly valuable business perspective which Jailton and I have little experience of.”

34 

entrepreneurs in our portfolio work with different solutions to promote social inclusion of children from marginalized groups.

  
11,809

children and youth were supported to become more included in their communities and society, through interventions carried out by Change Leaders in Bulgaria, Chad, Denmark, DRC, Norway, Kazakhstan, Sweden and Tanzania

**“I remember one of the government officials saying that ‘If Reach for Change believes in Cirkus Unik, then why shouldn’t we’. Reach for Change’s confidence in us gave a stamp of approval and credibility that contributed to help us win the partnership.”**

– ELIN LUTKE, CIRKUS UNIK

A woman in a dark jacket and scarf stands in the center of a paved area, looking towards the camera. Behind her is a white car with 'POLITI' written on its side. The scene is framed by two young boys in the foreground, their faces partially visible and looking towards the camera. The background shows trees and a bridge structure.

## Impact story: BeYou

**This story is told by Camille, one of our Change Leaders in Denmark. She runs the mentoring program BeYou for children and young people living in socially vulnerable housing areas, to ensure that children there build up and maintain a feeling of self value.**

When Silas arrived at his first session you could see that he was very nervous. At that time, he had no overall goal that he wanted to achieve in the program. Along the way, however, he started getting the courage to set intermediate goals for himself, like spending more time with his family, instead of isolating himself in his room. He also wanted to be a better student at school, avoiding getting into too many conflicts and he wanted to be more physically active. We talked a bit about what these three intermediate goals might lead to, and then Silas suggested that we could look at it, as if it was a cake recipe. The end result would be him becoming the real Silas, the way he feels on the inside, and the small intermediate goals were the ingredients needed in the recipe to get there.

The sessions are now spent on seeing how these intermediate goals are going - how far we have come in the recipe.

# Children develop and live healthy lives

**SDG: 1. No Poverty, 2. Zero hunger, 3. Good health and well-being, 6. Clean water and sanitation & 7. Affordable and clean energy**

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

## Case: LoveGuide

**The unrestricted grant enabled LoveGuide to launch their online platform and gain traction from more partners.** Bulgaria has one of the highest teenage pregnancy, abortion and birth rates in Europe. "In Bulgaria, sex is a taboo topic in families and we don't have sexual health education in the school curriculum", says Change Leader Nikoleta Popkostadinova. She continues: "Lobbying for the Bulgarian government to take action would take too long, so I decided to found LoveGuide. We inform youth off- and online in a positive, friendly, simple, open and honest manner, so that they can grasp the information and make informed decisions about their sexual and reproductive health."

Nikoleta was selected to join the Reach for Change Incubator in 2015. At that time, she had no product to showcase, which made it challenging to explain her solution and convince partners to get on board. Nikoleta explains: "Reach for Change was the very first partner that believed in us and saw value in our work. Before we joined the Incubator we felt insecure and postponed our initiatives, but the support and expectations from Reach for Change gave us a 'kick in the ass' to take action. The grant was unrestricted which meant we could spend it wherever we most needed, which was really helpful - it enabled us to launch our online platform. With the platform live and with support from Reach for Change on our CV, like a stamp of approval, it became easier to approach other potential partners."

LoveGuide's strengthened network of partners accelerated their development in 2016. Compared to 2015, revenues increased from 0 to 11 000 USD and staff increased from one to three full-time employees. Furthermore they expanded offline operations from 0 to 93 Bulgarian communities, and multiplied the number of children reached online by more than 40 times from 204 to 8612.



63 entrepreneurs in our portfolio work with different solutions to ensure healthy lives and promote children's well-being.



533,266

children and young people were supported to develop and live healthier lives, through interventions carried out by Change Leaders in Bulgaria, Chad, Croatia, Denmark, DRC, Estonia, Ghana, Latvia, Russia and Sweden

**"Reach for Change was the very first partner that believed in us and saw value in our work. Before we joined the Incubator we felt insecure and postponed our initiatives, but the support and expectations from Reach for Change gave us a 'kick in the ass' to take action."**

- NIKOLETA POPKOSTADINOVA,  
LOVEGUIDE

## Impact story: HOPE

**This story is told by Jean Luc and Evelyne, who have made it their mission to increase blood donations in Senegal through a web and mobile application called HOPE.**

Mohammed Ndjaye is a 4 years old boy. Unlike other children his age, he was born with a serious illness: the SS type of sickle cell disease. This means he need to receive regular blood transfusions; otherwise the disease could be fatal. During the month of Ramadan, the number of blood donors goes down. This meant Mohammed could not receive his usual blood transfusions because there was a shortage of blood. He fell seriously ill and had to be transferred to Albert Royer Children's Hospital where he stayed for a few days.

On the International Day of Blood Donation, the National Blood Transfusion Centre and HOPE organized a large blood drive and a great deal of blood was donated. Due to this Mohammed could get his transfusion and immediately felt better.

Before HOPE came along, Mohammed's parents and Mohammed himself were very afraid that there would not be any blood at the hospital for transfusions when he needed it. "Thanks to HOPE, I now believe there will always be blood for me at the hospital when I need it. When I grow up, I want to be a hero just like them!" Mohammed says.

# Children are equipped for adult life and the labour market

## SDG: 8. Decent work and economic growth

An important part of social inclusion, wellbeing and tackling poverty is economic participation. All children should therefore be considered stakeholders in economic activities with an understanding of their potential and vulnerabilities, and be given information about work opportunities. Children, especially from marginalized groups, should be trained and supported to enter the labor market and allowed to work in ways that respects and supports them, their rights, safety, development and education.

## Case: Young Folks

**Thought partnership helped Young Folks design a financial model to enable sustainable scaling.** Youth emigration in Latvia is higher than in any other OECD country. Among those who graduated between 2002 and 2009, one-third are no longer living in Latvia in 2014. Change Leader Aleksandrs Morozovs on the troubling statistics: "Young people do not see opportunities in Latvia. It has to do with lack of jobs and low salaries, and also with the feeling of being part of a society where self-realization is neither encouraged nor enabled. It starts with the education system where students sit at their desks for 12 years and listen listen listen... Creativity, independent thinking and individuality are suffocated." Aleksandrs is the founder of Young Folks that empowers teenagers to organize training, workshops and events within their passions, and invite other teenagers as well as adults to participate. Alex explains: "The goal is to help youth explore and develop their interests and skills with the purpose of finding a line of work that they enjoy, and one where they can fulfill their potential."

2016 was Aleksandr's second year in the Incubator. He explains: "During this year we have seen the opportunity and need to open up centres in the suburbs, so that young people can access our activities without being dependent on getting a ride from their parents. To succeed with this expansion, we needed to come up with a sustainable financial plan for how to cover the additional expense." Aleks reflects: "Before Reach for Change, Young Folks did not think about money at all. Everything we did was offered for free and we could not imagine how to charge for our activities. Quarterly reporting to Reach for Change about our

financial status triggered a shift in mindset, and a thought partnership throughout 2016 has contributed to us having a clear idea of how to finance our growing operations; we charge the adults enough to cover the expenses for the young participants and we need 80 paying adults per club."

After only one month of these marketing efforts, 102 adults had been recruited. In all of 2016, revenues more than doubled from 25 000 to 58 000 US dollars, and the number of children supported increased more than four times from 134 to 550. In recognition of 'high quality work and successful cooperation with the municipality', Young Folks received the Golden Partner, the most prestigious prize awarded by Riga municipality to organizations working with young people.

**"Before Reach for Change, Young Folks did not think about money at all. Everything we did was offered for free and we could not imagine how to charge for our activities."**

- ALEKSANDR MOROZOVS,  
YOUNG FOLKS

29 

entrepreneurs in our portfolio work with different solutions to equip children for adult life and the labour market.

  
10,865

children and youth were better equipped for adult life and entering the labour market, through interventions carried out by Change Leaders in Latvia, Norway, Russia and Tanzania.

A photograph of three women, likely in a kitchen or bakery setting. They are all wearing white chef hats and red aprons over their clothing. The woman in the center is smiling broadly, while the two women on either side of her are also smiling. They appear to be in a professional or training environment. The background shows a doorway with a decorative metal frame.

## Impact story: Akinbalo

**This story is told by James Kofi Annan, one of our Change Leaders. This story is told by Tesfanesh Tadesse, one of our Change Leaders in Ethiopia who supports teenage mothers and street mothers who have no access to employment or health services - by providing counselling, vocational training and employment through the baking and selling of injera.**

‘Why don’t you lie down, you’ll give yourself back pain’. Tesfanesh Tadesse says to 8 month pregnant Dereratu. Dereratu smiles and shakes her head as she continues working. ‘Poverty is back pain’.

When Tesfanesh first met Dereratu she was sitting, crying outside a church in Addis Ababa. She had been living on the streets for a week, having fled her home in rural Ethiopia, where she was destined for an arranged marriage with an abusive man. Since escaping to the capital for a better life, she had been abused by her uncle’s wife, and raped by a man who promised to find her alternative accommodation. Soon after, she discovered she was pregnant. Left pregnant and alone in a new city with no home and no loved ones, and terrified of what could happen next, Dereratu was suicidal. It was at this point, crying outside the church, that she met Tesfanesh, who offered to help her.

She joined Akinbalo, an organization which empowers young mothers living on the street to build a better life, providing them with skills and employment.

Through Akinbalo, Dereratu was given counseling and training in vocational skills and she learned how to bake injera, traditional Ethiopian bread. She’s now earning 2,000ETB a month, enough to rent her own home.

Two weeks ago Dereratu also gave birth to a healthy baby girl, with Tesfanesh by her side. Where she previously had no hope, she is now excited about the future. ‘I want to continue my education and go to university alongside baking injera. I want to give my daughter the best life possible. “I will train her to be independent and have a mind of her own”.

# Children are provided high quality education

## SDG: 4. Quality education & 7. Affordable and clean energy

Obtaining a quality education is the foundation to improving children's lives. All children should have the right to a good quality education that help the child use and develop their talents and abilities and should be encouraged to go to school to the highest level they can.

## Case: Atlas Kompetanse

Our on demand expert advice enabled Atlas Kompetanse to quickly overcome challenges and focus on their core business. 30 percent of all students in Norway - and even more among newly arrived students with refugee backgrounds - do not complete secondary education within the expected timeframe. This heavily reduces their chances of entering the labor market, and is associated with extensive societal costs. Change Leaders Firdawsa Ahmed and Saad Hashi, founders of Atlas Kompetanse, lead workshops with teachers and newly arrived parents aiming to strengthen their collaboration and ability to jointly support the children to stay in school and develop their learning outcomes and social skills.

Before joining the Incubator in 2016, Firdawsa and Saad - both primarily coming from a social sector background - struggled with business operational tasks outside their area of expertise. Co-founder Firdawsa explains: "Things like legal, HR, communication and governance are topics that are quite distant from our home turf. Addressing them on our own took a lot of time, and stole focus and energy from our core business". She continues: "After joining the Incubator, when we faced a challenge, Reach for Change helped us address it or put us in contact with someone who could". She notes: "The Reach for Change team supported us to develop a framework for tracking our social impact, Katrine Sanne and Kim Gabriellsson from MTG helped us develop our marketing plan and website communication and Henrik Moestue Bang from Føyen & Torkildsen helped us to setup our legal contracts".

This on demand expert advice enabled Atlas Kompetanse to quickly overcome challenges and focus on their core business, which contributed to them taking impressive strides during 2016. Compared to 2015, revenues almost doubled from 70 000 to 120 000 USD, full-time staff increased by 25 % and operations expanded from two to eight schools reaching as many as 1093 children and youth. The goal for Atlas Kompetanse in 2017 is to deliver their services in 20 Norwegian schools.

46 

entrepreneurs in our portfolio work with different solutions to provide high quality education to even more children.



281,849

children and youth were provided with high quality educational content, through interventions carried out by Change Leaders in Denmark, DRC, Ghana, Lithuania, Norway, Russia, Sweden and Tanzania.

**"The Reach for Change team supported us to develop a framework for tracking our social impact, Katrine Sanne and Kim Gabriellsson from MTG helped us develop our marketing plan and website communication and Henrik Moestue Bang from Føyen & Torkildsen helped us to setup our legal contracts"**

- FIRDAWSA AHMED, ATLAS KOMPETANSE

## Impact story: Technidev

**This story is told by Khalid Fadoul who runs Technidev, an organization that develops quality educational content that students can access using their mobile phones or computers, in order to increase the academic performance in Chad.**

Mariam is a high school student at one of the biggest high schools in the Chadian capital N'Djamena. Mariam is in the first set for science, but she is three years behind her peers because of an early marriage at the age of 12. Luckily, Mariam gained a divorce at 16 years old and was able to resume her studies in her favourite subjects: Mathematics, Physics and French. In her public high school, her professors in Mathematics and French are regularly absent and her professor of Physics does not explain the courses properly: "My teachers are deserters; worse still, those who come to class do not explain the courses and when you ask questions they leave class."

After an interrupted childhood Mariam put her hope in school to succeed in changing her life, but the conditions of her schooling had made her start to lose faith. In January 2016, TECHNIDEV created an integrated school support center containing educational software. All the courses have three formats: text, video and interactive exercises. Today, Mariam spends all her free time in the tutoring room to learn: "This system allows us to understand the courses, to understand the mathematical formulas, to do research and to succeed"

# Children are protected from physical and mental abuse and threats

## SDG: 2. Zero hunger & 3. Good health and well-being

All children should be protected from all forms of physical and mental violence, abuse, neglect, and exploitation. Those children who we fail to protect should be provided with the help they need to be able to recover physically and psychologically and to reintegrate into society, continuing being children.

## Case: C-Sema

**Marketing advice helped C-Sema raise brand awareness, attract partners and reach more children.** The 2009 Violence against Children Study (VACS) indicates that violence against children is a serious problem in Tanzania. Nearly 3 in 10 girls and approximately 1 in 7 boys have experienced sexual violence prior to the age of 18, and almost 75 % of both girls and boys have experienced physical violence. Furthermore, social welfare services are limited and difficult to locate and access, causing a gap between those subjected to the abuse and those in a position to help.

In response to the alarming statistics and the disconnect in the social welfare system, Change Leader Kiiya Joel founded C-Sema which operates a national telephone helpline for children, their parents as well as concerned community members who want to seek information or report abuse. C-Sema connects the helpline callers to social welfare officers within their local community, through C-Sema's network of over 300 service providers in 12 000 Tanzanian villages (the first search registry of its kind in the country). All helpline cases are documented and the data collected is used in communication with government for challenges and lessons learned in order to improve the provision of children's social welfare services.

2016 was Kiiya's second year in the Incubator. He reflects back on C-Sema's situation at the beginning of the year: "Few companies knew who we were or what we were doing, which made it hard to access potential funders and gain their support. We didn't have a plan for financial sustainability but instead relied heavily on project funding, which made it challenging to guarantee salary pay for the team on a longer-term basis." He explains how support from Reach for Change triggered a change in mindset: "Before I joined the Incubator, I did not comprehend to what extent and in what way fundraising is related



5 entrepreneurs in our portfolio work with different solutions to protect children from physical and mental abuse and threats.



50,903

children and youth were protected from physical and mental abuse and threats, through interventions carried out by Change Leaders in Ghana, Chad and Tanzania.

to marketing. Thanks to advisory support from the Reach for Change's local staff and regional communication experts, I now appreciate the importance of having a clear strategic plan for how to communicate with key stakeholders."

Kiiya describes that, amongst many other initiatives, C-Sema's new marketing plan covered a brand awareness raising children's event which turned out to be their most fruitful communication activity in 2016: "We aimed to engage 500 children - more than 1700 came! It really put C-Sema on the map of the right organizations. One of them was the EU office, which after the event committed to support advertisement of our helpline number both on tv and in print media." In 2016, C-Sema tripled their revenues from 90 000 to 270 000 US dollars. During the course of the year they received over 300 calls concerning child protection cases, of which 80% were successfully referred to child protection services in the caller's local community and the remaining were handled directly by the helpline counsellors.

## Impact story: Challenging Heights

**This story is told by James Kofi Annan, one of our Change Leaders in Ghana who has made it his mission to address the root causes of slavery. Through education, economic empowerment and community mobilization, his organization Challenging Heights targets at-risk, poor families to explain the dangers of child trafficking. The organization also works to rescue and reintegrate children who have been already exposed to slavery.**

Tubu, was trafficked to Lake Volta at the age of 10 when his grandfather died and his family needed money to conduct the funeral. He was sold to a slave-master and served as a slave on the Lake for two years. Tubu fished every day for very long hours and whenever things didn't go well he was severely beaten. In 2012 Tubu was rescued by Challenging Heights' rescue team. He underwent rehabilitation at Challenging Heights' bespoke shelter; where he was given basic literacy skills, medical treatment and psycho-social therapy.

Now enjoying the benefits of freedom while living with his grandmother, he loves school and his dream job is to become a bank manager. His conviction is that nothing can stop an educated person from achieving his/her dream, even if it is to become the president of a country.

In 2016 James rescued 62 children and reintegrated them, giving them back the opportunity to live normal lives and fulfill their potential.

# Children are enabled to express their opinion, access information and participate in decision-making

## SDG: 16. Peace, justice and strong institutions

Children should be able to participate in decision-making processes that may be relevant in their lives, to give their opinion and to be listened to and have their ideas considered. Children who are silenced cannot challenge violence and abuse perpetrated against them and their capacity to learn is restricted without the chance to get information, pose questions, challenge and debate. Policy-makers cannot identify the barriers to fulfilling children's rights if they do not hear from children about the existence and nature of those barriers.

## Case: Barnrättsbyrån

**Strategic coaching helped Barnrättsbyrån scale with lower risk and maintained the quality of their impact.** Starting 2016, Swedish law stipulates that unaccompanied minors that have turned 18 and whose application for asylum has been rejected, must return to their home country. A return is almost always associated with a long and complicated process - often due to a lack of valid identification required for travel - but in spite of this the youth are not provided with food or housing in the meantime. Put on the streets, they are left vulnerable to assault, disease and mental illness. Since regulations were changed in summer 2016, six unaccompanied minors have committed suicide. Change Leader Elin Wernquist runs Barnrättsbyrån, an independent children's rights bureau that offers social and legal support to secure the rights of each child, and to make them feel listened to and taken seriously. The insights gained during the support processes are used as leverage in advocacy work aimed at changing government policy.

2016 was Barnrättsbyrån's second year in the Incubator. Elin reflected "A lot happened in the past 12 months. Nevertheless I struggled with the feeling of not having done and achieved enough. When you are a start-up and begin at zero, you can always do better. This leads to a risk of taking on more than your organization is equipped to manage." She continued: "We were close to hiring a fundraiser/marketer, someone to boost our communications and catalyze new opportunities. However, in strategic workshops with the local Reach for Change team we realised that we

first needed someone to build our internal functions such as HR, finance and legal. Without this organizational backbone solidly in place before scaling, we would run the risk of weakened delivery and impact, and consequently damaged organizational credibility - this would be devastating for our advocacy efforts." Elin elaborated on how the Incubator support made a difference: "Reach for Change's tools for understanding social venture needs and tracking organizational development contributed a highly valuable 'helicopter perspective' and structure that helped me put the development of my organization in context and avoid pitfalls. This kind of support - on how to strengthen our organizational capabilities and become equipped to deliver sustainable impact - we do not get anywhere else."

During 2016, Barnrättsbyrån increased their number of children supported by 55 % from 27 to 42, and registered as many as 1005 supportive interactions\* on behalf of these 42 children (\*phone calls or meetings with a child, or with an adult regarding a child). In spite of the fact that many of the children supported faced almost hopeless situations upon meeting with Barnrättsbyrån, 75 % reported that their life improved after their support.



8 entrepreneurs in our portfolio work with different solutions to enable children to express their opinion, get access to information and participate in decision-making.



28,680

children and youth were supported to express their opinion, access information and/or participate in decision-making, through interventions carried out by Change Leaders in Denmark, Ghana, Lithuania and Sweden.

## Impact story: **BARNRÄTTSBYRÅN**

**This story is told by Elin Wernquist, about a girl who Barnrättsbyrån supported during the year of 2016.**

Emmy decided to call Barnrättsbyrån when her foster placement came to an end in February. She was placed in care after she ran away from home after years of mental abuse. We have supported Emmy in putting her feelings and experiences into words and communicating with social services. In order to continue the placement, social services needed the consent of her parents, and they had previously rejected any attempts. Emmy told us she felt her social worker did not believe how severe her experiences had been. The family has received different interventions, such as family therapy, but Emmy has found the therapist sides with her parents, leaving her feeling alone and hurt. So our first task was to really listen to Emmy and continuously tell her that what she has been through is not ok, and constitutes mental abuse. Emmy also told us she didn't understand the decision to end her placement. In order to explore this we organised a meeting with social services, and her new social worker, taking time to explore the reasons behind this decision as well as the limitations of the law.

In collaboration with her new social worker, we went through the assessment together and drew up a new plan. We, together with Emmy will invite her parents to Barnrättsbyrån, with the aim of finding a mutual solution that works for Emmy. Emmy has said she now feels much more supported and that she can make sense of her situation.

In 2016, Barnrättsbyrån supported 42 children. Among 26 surveyed, 92 % reported that Barnrättsbyrån supported them in a manner that was easy to understand and 73 % felt that Barnrättsbyrån helped them gain a better understanding of their rights.

# Our Programs: From idea to impact

Reach for Change identifies innovative early-stage social ventures tackling pressing issues faced by children. We support these ventures to scale faster and better than they would without support, in order to maximize their impact on children. We do this in 18 countries through two programs; the Accelerator and the Incubator.

# PROGRAM RESULTS IN SHORT



**314**

social entrepreneurs were supported through the Accelerator program.



**+38%**

185 social entrepreneurs were part of the 2016 Incubator portfolio, a 38% increase compared to 2015



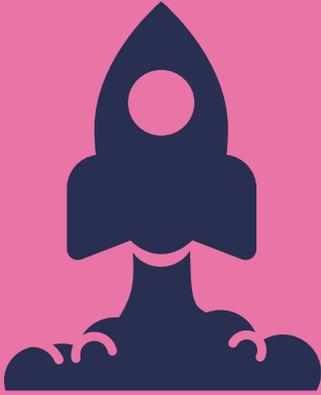
**97%**

Thanks to the Accelerator, 97% of the participating social ventures improved their Investment Readiness Index, on average from 54 to 79 (max 100)



**91%**

91% of all the social ventures in our Incubator supported more children, on average increasing their reach by x6



# The Accelerator

The overall objective of the Accelerator is to help social ventures who are seeking investment become "investment ready". When considering investments, there are a number of key things that we look for:

- 1** The **problem addressed** is clearly defined and well understood
- 2** The **proposed solution** appears viable
- 3** The proposed strategies for **system change** and **impact scaling** are clearly defined and appear viable
- 4** The proposed **business and financial models** appear viable
- 5** The **social entrepreneur** is able to pitch their project clearly, confidently and inspiringly

Most social ventures don't come to us with all these five things figured out. To provide the social venture with the understanding and tools they need, the Accelerator combines a series of workshops, one-to-one support and "validation" time (time spent back out in the field testing hypotheses and gathering more information).



**87 %** of the Accelerator participants are likely to recommend the Accelerator program to fellow entrepreneurs,



Fulfillment of the five Accelerator objectives is assessed through our Investment Readiness Index before and after the Accelerator, in order to track development as well as to identify the most qualified social ventures to be selected to the Incubator (read more about the index in the section “How we measure impact” on the web). The average Investment Readiness Index obtained by social ventures before the Accelerator was 54, and the average index obtained after the Accelerator was 79 - an average increase by 23 Index points. Among the social ventures that were selected to the Incubator, the Investment Readiness Index averaged at 85.



**85%**

felt that the Accelerator program helped them improve their **solution**



**82%**

felt that the Accelerator program helped them improve their plan for **scaling impact**

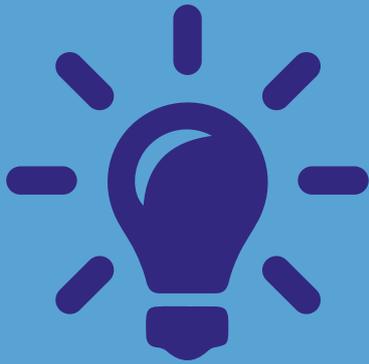


**90%**

felt that the Accelerator program helped them improve their ability to clearly and confidently pitch their **idea/project**

**”I managed to improve my financing programme and to bring a new programme to the market and I couldn’t have done it without the Accelerator. It taught me about business models as well as marketing, so I could market and sell my ideas and business more confidently. I’ve now started to pitch my business to other programs because of the things I learnt !”**

- ACCELERATOR PARTICIPANT ETHIOPIA



## The Incubator

Among the social entrepreneurs in the Accelerator less than 2 % (whom we call Change Leaders) are invited to join the Incubator, a 3 year program with the ultimate aim to help them reach a tipping point where they:

- 1 Have proven that their solution can consistently deliver the intended social impact results
- 2 Have proven that their business model is able to cope with the demands that will be put on it in the next growth phase
- 3 Have proven that their solution can be replicated whilst maintaining the desired level of social impact
- 4 Achieve targeted system change milestones

To reach our targeted outcomes the support in the Incubator is provided as a mixture of **strategy development** and **advisory support, technical training**, mentoring, peer-to-peer learning, **network development and connections** to further investment and funding. The training covers areas such as operational management, social impact, impact scale and system change, business planning and financial sustainability. The highly competitive nature of our selections also means that a place in the Incubator serves as a **stamp of approval** for the social entrepreneurs, boosting their credibility and opening doors to new opportunities.



**90 %** of our Change Leaders report that they are likely to recommend the Reach for Change Incubator program to their peers.



**Criteria for selecting social ventures to our program.** We invest in early stage ventures. There tend to be fewer investors at this stage due to the elevated risk, but with the risk we also see a higher potential return on investment. Over the years we have learned that when investing in early stage solutions, the person we invest in is just as important as the solution they are proposing. We must be able to see the solution's potential for sustainable scaling and system change, but we must also be able to see the drive and leadership potential of the social entrepreneur behind the idea.

*"Well I can say, Reach for Change is the reason I am here right now. I am writing this piece while in Las Vegas as one of the global winners of Next Gen Franchising Summit.*

*If Reach for Change had not believed in me, I would not be one of the prominent social entrepreneurs in Tanzania driving sustainable impact. Reach for Change believed in my idea way back in 2013, had it not happened I don't know where I or Apps and Girls would be now. Because it's rare to find a sponsor or funding opportunity which will just take you at your early stages especially if you don't have any business experience. To me, Reach for Change is not just a organization, it's something bigger! A family. They made me feel special and to believe in myself and the potential of my solution. They have made sure I have all I need to grow personally as leader and my venture. I wish my time in the R4C Incubator never ends."*

- CAROLYNE EKYARISIIMA,  
3RD YEAR CHANGE LEADER FROM TANZANIA



felt that Reach for Change advisory and training was useful for improving their organization's communications  
**Case: C-Sema page 18**



report that Reach for Change provided them with useful connections to people and opportunities  
**Case: Atlas Kompetanse page 16**



of our Change Leaders felt the Reach for Change seed funding was key for the product development  
**Case: LoveGuide page 12**



report that Reach for Change boosted their credibility  
**Case: Cirkus Unik page 10**



testify that coaching sessions with Reach for Change were useful for overcoming strategic challenges  
**Case: Barnrättsbyrån page 20**

The Reach for Change Incubator support helped Change Leaders scale their operations and impact.

**76 % supported more children**  
**73 % gained more revenues**  
**60 % employed more staff**  
**72 % expanded geographically\***

\* Monitored for Change Leaders in their 2nd, 3rd and 4th Incubator year (for whom expansion is most relevant)

## Changing the rules of the game

We track the extent to which Change Leaders achieve system change i.e. change in underlying structures which make the system operate in a particular way e.g. laws, policies, routines, relationships, resources, power structures, attitudes and values. When system change is achieved, all children in the Change Leader's target group can be supported.

In 2016, 5 % of our Change Leaders were able to show clear milestone achievements as to how their activities had positive influence on the system surrounding problem. Here is one example:

*Bullying is a serious issue in Lithuania. According to the organization Friends, 20-30 percent of Lithuanian children have been subjected to bullying in recent months. Bullying has been associated with poorer health outcomes and reduced life satisfaction.*

*Research suggests that increased emotional intelligence (EI) reduces the chances of being bullied or becoming a bully. Change Leader Irma Liubartienė aims to combat issues caused by bullying. She founded Dramblys, a 4 module EQ program to increase knowledge regarding EI among teachers in Lithuania.*

*In 2016, Irma spearheaded the drafting and submission of a bill aiming to make EI part of the National Curriculum. The Lithuanian government decided that each school, starting from September 1st 2017, will be required to implement an EI program. Teachers will also work to strengthen their competencies within EI at least once every four years. Irma is now part of a working group responsible of formalising this national program in greater detail.*



## How we measure impact on social ventures

We support social ventures through two programs, the Accelerator and the Incubator.

**Accelerator.** The Accelerator is a short, intense program aimed at making social ventures ready for investment. We use the Investment Readiness Diagnostic © 2016 to assess the social ventures Investment Readiness Index at the start and end of the program. In the assessment, the social ventures are rated on to what extent they fulfill 13 statements: Fully (2), Partly (1) or Not at all (0). An example of one of the 13 statements:

**The social entrepreneur can present statistical evidence from a reliable source that clearly demonstrates the scope and severity of the problem for children addressed.**

0 - No or irrelevant data, or data without source.

1 - Relevant data from unreliable source e.g. unrecognized research institution and/or non-transparent research methodology.

2 - Relevant data from reliable source e.g. the UN, Save the Children, Government, a well-recognized national research institution etc.

The Investment Readiness Diagnostic assessments take place in conversation with the social ventures, but our Program Managers have the final say. Random sample checks are conducted by our Impact Team in order to ensure accurate and consistent assessments.

**Incubator.** The Incubator is a three year program aimed at helping social ventures develop to a tipping point where they can create large scale impact for children facing pressing issues.

We use the Development Tracker © 2015 to assess the social ventures organizational capabilities and achievements at the start of as well as throughout the Incubator. In the assessment, the social ventures are rated within eight areas (such as Financial Health, Impact Tracking and System Change) at level 0-5. Each level consists of detailed evaluation criteria covering both demonstrated behaviors (e.g. "Impact measurement tool developed") and achieved results (e.g. "First positive outcome results achieved")

In addition to the Development Tracker results, we track the social ventures' year over year development in revenues, employees, geographical footprint and number of children supported.

The Investment Readiness Diagnostic assessments take place in conversation with the social ventures, but our Program Managers have the final say. Random sample checks are conducted by our Impact Team in order to ensure accurate and consistent assessments.

## How we measure impact on children

The social ventures we support work achieve one of our six portfolio impact objectives for children. Through our impact objectives we contribute to the fulfillment of ten of the UN's Sustainable Development Goals (1-8, 10 and 16). We track impact on children through three measurements, which our social ventures report on quarterly:

**Reach.** Our social ventures report the number of children supported through their activities. They back up the reported number through uploading verifications e.g. photos and attendance lists.

Ex. Change Leader Faraja Nyalandu addresses the shortage of teachers in Tanzania through providing free of cost online courses within eleven secondary school subjects. During 2016, Faraja and her team reached 220 766 youth - more than fifteen times as many as in 2015.

**Stories.** Our social ventures submit stories that demonstrate how they improved a specific child's life. This helps them to better understand the impact that was (and was not) achieved and engages stakeholders in a way that numbers cannot.

**Outcome Results.** Minimum once a year, our social ventures report results on their organization's targeted outcome.

Ex. Bulgarian Change Leader Veselina Feldman runs Horse Therapy Association. They provide equine assisted therapy to children with autism in order to improve their physical and psychological capabilities. To track achievement of this outcome, they use the Autism Treatment Evaluation Scale (ATEC). Among 67 children, 82 % had improved their ATEC score after six months of support. The outcome targeted by Veselina falls under Reach for Change's portfolio impact objective Health & Development.

## **Systematic learning and development.**

Reach for Change recognizes the value of continuous monitoring and evaluation in order to understand what is working and what isn't, so that we can continually improve the effectiveness and efficiency of our programs. We have a number of mechanisms in place to assist us with this:

- Change Leaders report quarterly against selected indicators relating to their social impact, financial sustainability and organisational development so that both they and we can track their development. Country Program Managers hold regular (normally monthly) meetings with their Change Leaders to ensure understanding of shifting needs so support can be tailored appropriately.
- Regions conduct regular Portfolio Reviews with each country to consider the results of the quarterly reports and ensure appropriate adaptations to our programs. These reviews highlight individual Change Leader development needs at the local level as well as patterns of needs at the regional level. The Global Program Development Team then takes these insights and learnings to set quarterly development work plans to create toolkits and other resources in the areas where they are most needed.
- Our annual Change Leader survey ensures we also gather reflections from all Change Leaders in regards to what types of support they found most valuable during the year, what types of support they found least valuable, what kind of support they anticipate needing most going forward, as well as other general recommendations for program improvements. We also conduct annual one-to-one reflection conversations with all Program Managers, and with a sample of Change Leaders.

Insights and understanding from all of the above levels are fed into developments to global, regional and local program strategies.

# Partnering for change

At Reach for Change, we believe that when you pair passionate and innovative people from different sectors, great things start to happen. This is why we place a high value in our partnerships with organizations that share our passion and who enable us to maximize our impact to change the lives of children across the world every year.

**100%** of surveyed key partner executives were satisfied with the collaboration in 2016, 93,7 % said they were “very” or “extremely” satisfied.

**&**

**95%** would recommend others to support the work Reach for Change is doing.

*“Working with Reach for Change and their Change Leaders has been truly rewarding on many levels; the possibility to use my qualifications in creating a positive social difference for children and young people, seeing how the truly committed Change Leaders’ innovative ideas, with the right help, can evolve into a viable social business and the fact that I, with my commercial background, can be able to use the tools from my everyday work life, to help these passionate individuals make a social impact for children.”*

- BENEDICTE GUREWITSCH,  
MTG SATELLITE -  
BUSINESS DEVELOPMENT

*“Great initiatives with a well set up organisation has made the collaboration very smooth and easy. Clear vision and working structure makes it easy as a partner organisation to plan and follow up on projects.”*

- ELIN ØYRE,  
STRATEGIC ACCOUNT MANAGER, SPOTIFY

## FOUNDING PARTNERS



KINNEVIK



MILICOM  
THE DIGITAL EFFECTIVE

TELIE2



STENBECKS  
STIFTELSE

MTG

## PARTNERS

BRITISH COUNCIL

#AMCONSCIOUS  
FOUNDATION

unicef

SVENSKA  
POSTKOD  
STIFTELSEN



Kavli fondet

your future now  
BAYPORT  
FINANCIAL SERVICES

Spotify

Sparebank  
Stiftelsen  
Oslofjord Akershus

## PRO BONO PARTNERS

XTREME

CISION

ROSCHIER

## Projects initiated together with our partners

### Northern Europe: Tele2 & TV3

With support from the main partners Tele2, TV3, Vilnius Tech Park and the Swedish Embassy, Reach for Change hosted the very first event in Lithuania dedicated to children's rights in order to stimulate ideas related to social entrepreneurial innovations and practical solutions. This event covered Reach for Change's investment themes which were presented by local and foreign Change Leaders – Social Entrepreneurs. Also, each session ended with an in-depth panel consisting of 8 speakers from different fields in order to find practical insights related to digital innovations, ROI on social investments and social entrepreneurship. By creating this event we managed to engage and attract over 150 attendees from different backgrounds such as teachers, psychologists from public institutions or regional schools and parents. The event also gave impetus for future international cooperations with Nordic embassies and companies.

### Central Europe & Kazakhstan: British Council and Chevron

Through partnerships with British Council and Chevron in 2016, Reach for Change in Kazakhstan were able to organize a competition among young social entrepreneurs (ages 18 to 29), developing the social entrepreneurial ecosystem in Kazakhstan even further. In the competition two young social entrepreneurs were selected as Change Leaders, receiving grants of 2000 EUR and a spot in our Incubator. In the photo Rowan Kennedy (Head of Education and Society, British Council Kazakhstan) and Leila Aitmukhanova (Head of social responsibility projects of Chevron in Kazakhstan) are giving awards to the winners of the competition.

### Sweden: Spotify Hack

With support from Sida (Swedish International Development Cooperation Agency) the Reach for Change Hackathon took place at Spotify Headquarters in October. The Hackathon was a collaborative meeting gathering social entrepreneurs, digital experts and influencers from Africa and Northern Europe to innovate a better world for children. The aim of the event and the communication around it was not only to create new innovations, but also to address the issue of low knowledge among the Swedish public about social entrepreneurship and digital innovation as a driving force for local sustainable development on the African continent.

Hackers from Ghana, Tanzania, Senegal, Rwanda, Kenya, Denmark and Sweden, including staff from both MTG and Spotify, worked together in five teams over the course of 48 hours. 5 prototypes were presented and a majority of these have since been implemented after the event. Thanks to the support of our media partner MTG and Metro we were able to spread information about the event and social entrepreneurship more widely.

### Sweden: C10

For the third year in a row Reach for Change arranged the Child 10 summit together with Sophie Stenbeck Family Foundation. This time we put our focus on children on the run, never before have there been so many children having to leave their homes and families due to war and conflict, poverty or abuse and these children often become extremely vulnerable to exploitation and maltreatment. Therefore, we have brought strong leaders from grassroots organizations to Stockholm and united them to work together towards finding innovative solutions to help affected children and stand up for their rights.

## Africa: The Kavli Digital Accelerator

Kavli Digital Accelerator is providing early stage digital social entrepreneurs in Ethiopia with the skills and tools that they need to develop their ideas into sustainable ventures. The first initiative of its kind in the country, the Accelerator provides coaching and training to 8 early-stage social entrepreneurs who use digital innovations to solve issues for children, young people and women. The social entrepreneurs in the program have also been awarded a start-up grant that is helping them to get their digital innovations up and running.

The Kavli Foundation has also provided crucial support for 4 of our Change Leaders in Ghana whose innovations are transforming education in Ghana. The Kavli Foundation has provided grant funding and continued access to our Incubator program to enable the Change Leaders to develop their ventures to have measurable social impact, scale and work towards system change.



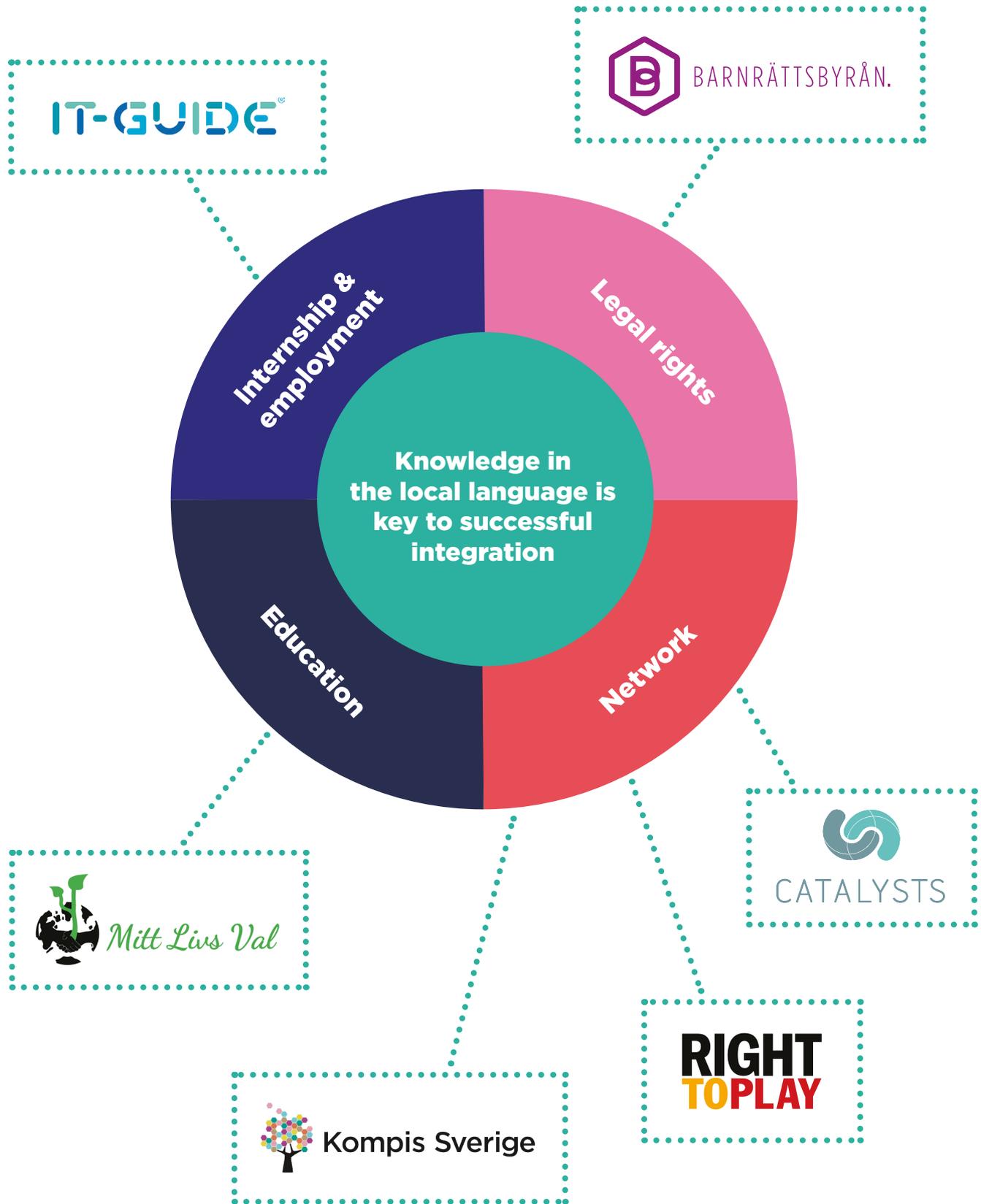


## Innovation for integration

In late 2015, Sweden received around 35,000 unaccompanied refugee minors, fleeing from war, conflicts and poverty; representing a historical peak. This rate was over 10 times higher than comparative figures of 2010. Sweden are now facing significant challenges in effectively integrating these minors, hence a critical need to faster build and scale new solutions than the public system can handle, for a successful societal integration.

In response to this need, Reach for Change launched the World's first thematic incubator, thanks to the support from Tele2 and Hugo Stenbeck Stiftelse, exclusively focused on improving the lives for unaccompanied refugee minors. Building on our research by assessing the need of the groups, gaps and interventions, we identified five focus areas for the incubator; "language", "legal rights," "internship & employment," "education," and "social networks." We believe that the platform for collaboration, will be critical for selected

organisations to work collectively, explore synergies and to reach a common goal. Over the coming years the incubator will support the co-creation and scale up of selected initiatives through: (i) funding, (ii) business advisory and (iii) research and advocacy support. In addition we will continue our investment in innovative integration in Sweden's municipalities together with Postkodstiftelsen, by offering our support to a new type of player: the municipalities themselves. With the support from Postkodstiftelsen new forms of collaboration between nonprofit and public sector will be developed to help municipalities address the challenges of integration, and foremost the integration of unaccompanied minors.



## Reach for Change's capacity and expertise

**Internal resources.** Reach for Change provides support in local incubators, for local social entrepreneurs, by local staff through a global program. The implementation of the program is the local Program Manager's responsibility, focusing on deliver local knowledge, expertise and network to the social entrepreneurs. Each Program Manager is coached by regional and global staff, and they all contribute to evaluate and improve the programs further. The tools of the incubator program have been developed through global experience and best practice in the field, but also advice and mentorship from the local business partners adapted to the context that the social entrepreneur operates within. The combination of Reach for Change's global knowledge, efficient tools and the local expertise and network is the basis of its success.

In 2016, Reach for Change had 47 full-time employees, spread over 18 countries to support 185 Change Leaders in the Incubator and 433 social entrepreneurs in total. All Change Leaders are also connected to each other, to leverage a bigger network of expertise in how to start and run a social enterprise.

**Partnerships and network.** Reach for Change's programs are delivered in close collaboration with partners from the corporate, social and public sectors. The partnerships not only generate funding for programs, they also bring invaluable resources such as business expertise, network and media exposure. For more information on our partnerships read p. 32-36

# Financial Report

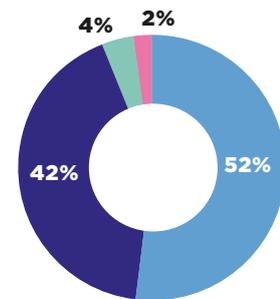
This section consolidates Reach for Change's financial performance for 2016 for all foundations. The figures include the Reach for Change Swedish Foundation (including the branch in Ghana and Norway), and the separate foundations in Tanzania, Ethiopia and Kazakhstan. The entire Reach for Change operation is a privity with a joint management. Reach for Change operation is a privity with a joint management.

AMOUNTS IN MSEK	2012	2013	2014	2015	2016
Revenues	22.1	33.8	36.7	47.6	50.9
External operating expenses	-15.8	-25.5	-23.3	-31.5	-31.1
Personnel costs	-6.0	-7.3	-13.0	-16.1	-19.2
Depreciation	0.0	0.0	-0.1	-0.1	-0.1
<b>Operating result</b>	<b>0.2</b>	<b>0.9</b>	<b>0.4</b>	<b>0.2</b>	<b>0.5</b>
Interest income	0.0	0.0	0.1	0.0	0.0
Interest expense and other financial expense	0.0	0.0	0.0	0.0	0.0
Result after financial income & expenses	0.3	0.9	0.4	-0.1	0.5
Tax expense for the period	0.0	-0.1	-0.1	-0.1	-0.2
<b>Result for the period</b>	<b>0.3</b>	<b>0.8</b>	<b>0.3</b>	<b>-0.2</b>	<b>0.3</b>

AMOUNTS IN MSEK	12/31/2012	12/31/2013	12/31/2014	12/31/2015	12/31/2016
<b>ASSETS</b>					
<i>Fixed assets</i>					
Intangible fixed assets	0.0	0.0	0.0	0.0	0.0
Tangible fixed assets	0.0	0.1	0.3	0.2	0.1
Total fixed assets	0.0	0.1	0.3	0.2	0.1
<i>Current assets</i>					
Accounts receivables	2.1	0.6	1.4	2.3	1.5
Other current receivables	0.9	0.7	2.5	0.8	0.3
Prepaid expenses	1.0	0.1	1.3	0.4	6.3
Cash and bank	5.3	11.2	12.4	13.8	13.2
Total current assets	9.3	12.6	17.6	17.2	21.2
<b>Total assets</b>	<b>9.4</b>	<b>12.7</b>	<b>17.9</b>	<b>17.4</b>	<b>21.3</b>
<b>EQUITY AND LIABILITY</b>					
<i>Equity</i>					
Foundation funds	2.2	2.7	2.8	2.1	1.6
Result for the period	0.3	0.8	0.3	-0.2	0.3
Total equity	2.4	3.5	3.1	2.0	1.8
<i>Current liabilities</i>					
Accounts payables	0.4	0.4	0.8	0.6	0.6
Tax liability	0.6	3.2	0.6	0.7	0.9
Other current liabilities	0.6	0.0	1.2	3.2	1.6
Accrued expenses and deferred income	5.3	5.6	12.2	11	16.4
Total current liabilities	7.0	9.2	14.8	15.4	19.5
<b>Total Equity &amp; Liabilities</b>	<b>9.4</b>	<b>12.7</b>	<b>17.9</b>	<b>17.4</b>	<b>21.3</b>

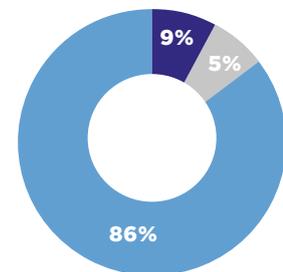
## REVENUES SPLIT BY SOURCE OF INCOME

- Foundations
- Corporates
- Institutions
- Other



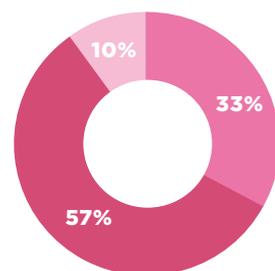
## 9% OF THE COSTS ARE SPENT ON ADMINISTRATION

- Costs for the charitable purpose
- Administration
- Fundraising costs



## INVESTMENT PER REGION

- Northern Europe
- Africa
- Central Europe and Kazakhstan







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