



OUR IMPACT 2022



In 2022
we created impact
together with



ABOUT US

Entrepreneurs for children and youth

Since 2010, Reach for Change has been empowering social entrepreneurs to develop innovative solutions that improve the lives of children and youth.

Who we are

Reach for Change is an international non-profit founded in Sweden. Our vision is a world where children and youth reach their full potential. We are working towards this vision by finding local social entrepreneurs and empowering them to develop and scale innovative solutions for better lives. We were co-founded by successful entrepreneurs in the non-profit and the business sector in 2010.

What we do

We pursue our mission through two main streams of work: capacity and ecosystem development for local social entrepreneurs. To support this we also run capacity development programs to promote entrepreneurship and foster entrepreneurial mindset and skills.

About this report

You hold in your hand our 13th Social Impact Report. It is a summary of the the impact we had in 2022, what we did to achieve our vision, and some of the things we learned on the way. The impact reported covers all markets where we supported social ventures: Sweden, Bulgaria, Ghana, Latvia, Ethiopia and Senegal. You can also find this information on our website: reachforchange.org

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



Message from Sofia Breitholtz

Sofia Breitholtz

CEO, Reach for Change

In 2022 the world was beginning to emerge from a global pandemic. Little did we know that the resilience we had built through the crisis would be needed now more than ever. In early 2022, Russia invaded Ukraine, leading to violence and conflict in several of our markets. We have learned from the entrepreneurs we work with how to be brave in the face of humanitarian crises, they have demonstrated how to rebuild a more equitable, sustainable, and just society.

We also experienced the strength of partnerships in supporting us to respond quickly to the many complex and converging challenges we faced. Together with our partners Kivra and Hogia, we were able to open up an incubator spot for an entrepreneur supporting Ukrainian refugees. We also hosted the fifth edition of “Partnering for Change”, with more partners than ever joining us from foundations, institutions, and the City of Stockholm. Encouraging a thriving ecosystem for our entrepreneurs is one of our key focus areas, and we are delighted to see more actors joining us from the public and private sectors.



Reach for Change has never run as many impactful programs as we have this year — from piloting support for green entrepreneurs to deep diving into the ed-tech sector in Ghana, to supporting entrepreneurs who promote integration and reduce segregation in Sweden, to working on strengthening our networks and cross-border collaboration to better serve our communities. It has been a busy year.

As an impact-driven organization, we continuously test what can be scaled and improved, as well as what programs and partnerships will help us achieve our goal of increasing our impact tenfold. Even though our own targets might sometimes feel impossible, we continue to push ourselves because our ultimate goal is to create a world where all children and youth reach their full potential. This is what we will continue to strive for. And really, do we have any other choice?



Message from Shifteh Malithano

Shifteh Malithano

Director of Programs and Impact
Reach for Change



Measuring impact has been at the core of our organization since its inception. We have continuously invested, expanded, iterated, and improved our impact measurement systems and frameworks to ensure that we are an impact-driven organization. But what does it really mean to be impact-driven? It means that our core mission is not solely focused on financial success or organizational growth: it revolves around supporting entrepreneurs to create meaningful and sustainable change for the children and youth they serve.

Our commitment to impact is reflected in every aspect of our work. We carefully select and support social entrepreneurs who are driven by a deep-rooted desire to address pressing social and environmental challenges. We develop their capacity with the necessary tools, resources, and mentorship to turn their innovative ideas into reality. By doing so, we are cultivating a vibrant ecosystem that nurtures and accelerates social innovation.

Beyond the achievements of our individual entrepreneurs, we facilitate collaboration, knowledge sharing, and learning among actors in the ecosystem. Our aim is not only to enable better conditions for entrepreneurs, but to multiply their impact and create synergy that goes beyond individual achievement.

During the past year, we rolled out our new impact framework, along with tools to measure impact in all 33 of our implemented projects. I hope you enjoy reading about the results we have achieved, such as our WIDU project in Ghana, which created 234 new jobs, 48% of which are held by women and 25% by youth.

As I reflect on the accomplishments of the past year, it is important to acknowledge that we still have so much work ahead of us. The challenges facing our society are complex and ever-evolving. We must continue to foster an environment that encourages experimentation, embraces diversity, and values collaboration. I hope you will join us as we embark on another year to achieve our vision, where all children and youth have the right to grow up in a world without poverty, inequality, and climate change.



Staying hopeful and driving social impact in the face of conflict



An interview with
our external guest –
Petro Darmoris,
the social entrepreneur from Ukraine and the
Board Member of the Ukrainian Social Academy

HOW DID UKRAINIAN SOCIAL ENTREPRENEURS RESPOND TO THE WAR?

Some Ukrainian social entrepreneurs saw the conflict as an opportunity to address urgent social needs in their communities. They created new social enterprises or expanded existing ones to provide essential goods and services to people affected by the war, such as food, shelter, medical care, and psychological support. Some established mobile clinics and hospitals to provide medical care to people who had been displaced by the war. Others created community centers to provide social and psychological support.

There were also social entrepreneurs focused on promoting peace and reconciliation in their communities. They created programs and initiatives to unite people from different sides of the conflict to promote dialogue and understanding. Community projects were established to improve living conditions, which eased community tensions and strengthened the resilience of both the local population and institutions.

Overall, Ukrainian social entrepreneurs played an important role in responding to the humanitarian crisis caused by the war and promoting peace and reconciliation in their communities. Their efforts demonstrate the resilience and creativity of Ukraine's civil society in the face of adversity.

HOW CAN SOCIAL ENTREPRENEURSHIP CREATE HOPE FOR THE FUTURE?

The social entrepreneurship ecosystem in Ukraine is nascent, it is hard to assess how effectively it is functioning at this moment. But it is evident that the country's social entrepreneurship ecosystem continues to grow and develop. Social entrepreneurship will help overcome antiquated perceptions of social problems by more actively involving individuals and businesses in addressing social issues. We hope to achieve more intentional interaction between government, civil society and business, and shape "for-purpose" businesses.

Overall, I believe that there is hope for social entrepreneurship and the ecosystem, as more people and organizations recognize the importance of using business as a force for good. However, there is still much work to be done to support social entrepreneurs, and to create an environment where social and environmental impact is valued and rewarded.

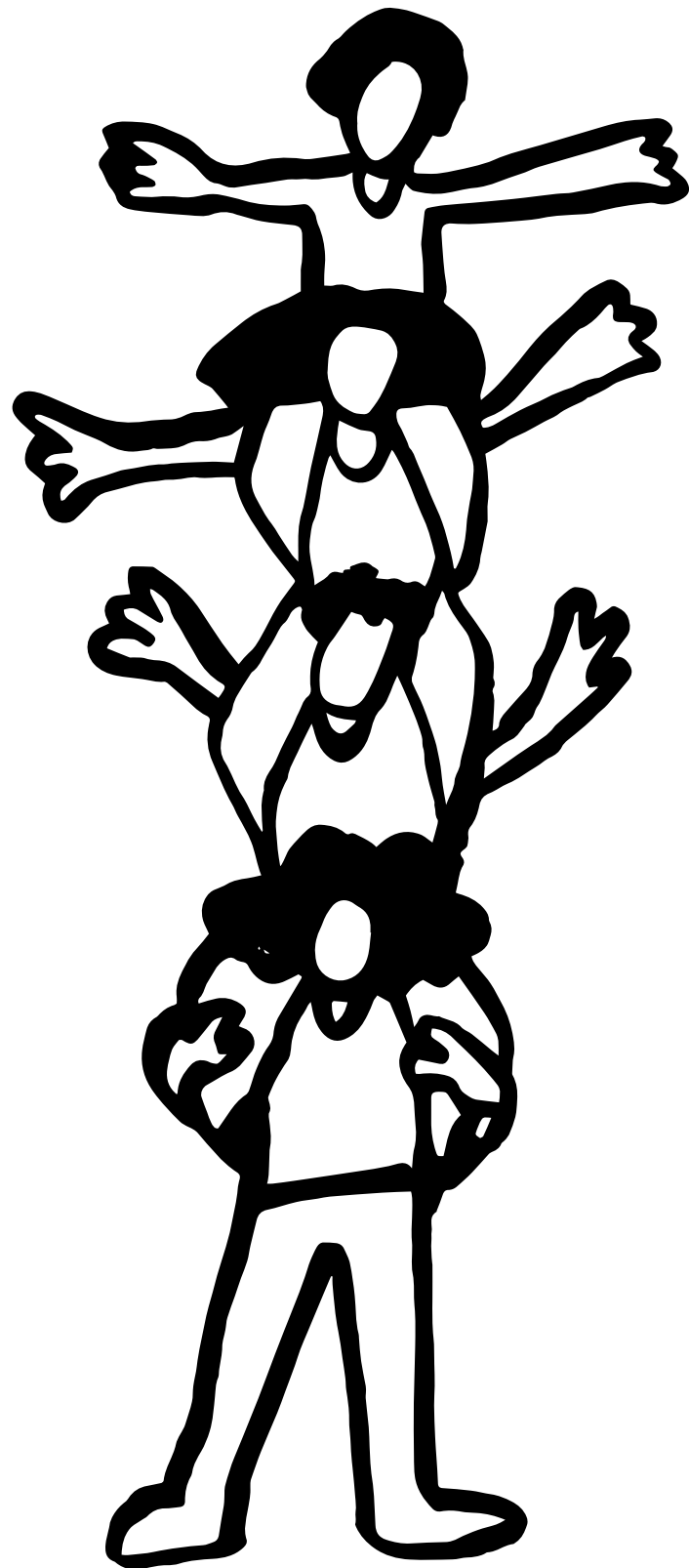
I hope to create an effective infrastructure for developing social enterprises in post-war Ukraine with our partners.

EXECUTIVE SUMMARY

This report highlights the work carried out by Reach for Change in 2022. Through our capacity development programs, we have successfully supported over

800 aspiring entrepreneurs and active entrepreneurs,

enabling them to **enhance their entrepreneurial skills and capabilities to impact children, youth, and the planet.** Additionally, our ecosystem development programs have engaged **more than 1,000 actors**, fostering collaboration and growth within the targeted sectors.



Our outreach efforts have been extensive, reaching over **13 million people** through a combination of events and strategic messaging across mainstream and social media platforms. This wide-reaching communication has played a vital role in raising awareness about the impact of social entrepreneurship and the importance of collaboration in fostering a robust ecosystem.

Another significant achievement is the support provided to more than **14,000 children & 890 youth** through social entrepreneurs. This support has

empowered these young individuals with access to opportunities and resources that contribute to their personal and professional development.

Furthermore, Reach for Change has successfully implemented **33 projects** in Africa and Europe, each with a distinct purpose and goal.

These projects showcase the organization's commitment to innovation and the pursuit of impactful solutions across various sectors.

We have invested around **3.5 million USD** for this cause.



OUR THEMATIC AREAS

We envision a world where all children and youth reach their full potential. To achieve this vision, we have an ambitious and highly focused plan to invest in social entrepreneurs tackling some of the worlds' greatest challenges across three thematic areas: **Reduced Poverty, Reduced Inequality** and **Climate Change**.

Our thematic areas align with the 2030 Agenda for Sustainable Development.

Reduced Poverty

We employ a holistic approach to tackling poverty by investing in social entrepreneurs whose solutions address child poverty now and increase the likelihood that cycles of poverty will be broken in the future. These include social enterprises that drive competitiveness in the job market, as well those who improve access to quality healthcare and education.

Our work helps support livelihoods and employment for youth and women. This involves investing in social enterprises that prepare people for jobs through education, training and practical experience opportunities, as well as those that connect individuals to employment. It additionally involves supporting activities that lead to job creation via entrepreneurship training, development and support.

We invest in scalable solutions that increase access to health and education services for the most deprived children and youth and encourage utilization of these services. This includes, but is not limited to, supporting social enterprises that address nutrition, provide clean water, improve sanitation, and offer reproductive health education.

Reduced Inequality

Sexism, racism, discrimination based on sexual orientation, religion or ability — these are just some of the inequalities that impact children and youth and can threaten their chances of reaching their full potential in life.

This is why we focus on vulnerable groups. We back social entrepreneurs working with children and youth most affected by inequality,

We also support social entrepreneurs who originate from the excluded communities they serve, and who are working to address inequality and its root causes. This approach

increases the likelihood that the solutions are effective and relevant to the children and youth experiencing inequality and ensures more leadership opportunities are offered to entrepreneurs from diverse backgrounds.

Finally, we build context-specific programs and networks to address inequality. Our local strategies outline which vulnerable groups and issues to prioritize in response to the socio-economic realities in that particular community or region. This localized approach ensures we are supporting relevant solutions that increase inclusion and equality in many different parts of the world.

Increased Climate Resilience

Children and youth, the group least responsible for climate change, are already the group most disproportionately impacted by its effects — according to UNICEF, nearly half of the world's 2.2 billion children live in countries that are “extremely high risk” due to increased likelihood of exposure to climate change events, coupled with a shortage of essential services that make these one billion children even more vulnerable.¹

Our climate resilience stream supports social entrepreneurs focused on increasing climate knowledge, engagement and participation. The aim is to empower children and youth with opportunities to become involved in climate action as well as to foster the development of innovative solutions that can change corporate behavior and consumer habits and promote the sustainable use of natural resources.

We also support entrepreneurship and skills for the green economy. We run programs that prepare youth to start their own social enterprises or pursue jobs that will build the green economy.

We integrate climate considerations and sustainability across all our programs. Social entrepreneurs who receive capacity building support from Reach for Change are trained in building sustainable organizations that minimize their impact on the environment.

¹ www.unicef.ca/en/press-release/one-billion-children-extremely-high-risk-impacts-climate-crisis-unicef

HOW WE CREATE CHANGE

THEORY OF CHANGE

CHANGE STRATEGY

CAPACITY DEVELOPMENT

(SOCIAL)
ENTREPRENEURSHIP
TRAINING & BUSINESS
DEVELOPMENT
SUPPORT

ECOSYSTEM DEVELOPMENT

ADVOCACY,
COLLABORATION,
EVIDENCE GENERATION,
CAPACITY DEVELOPMENT
FOR ACTORS



SHORT-TERM OUTCOMES

Aspiring entrepreneurs have developed entrepreneurial mindset

Social entrepreneurs have improved knowledge, skill and capacity

Key ecosystem actors have improved awareness about social entrepreneurship and capacity to support social entrepreneurs

Social entrepreneurs have improved access to network

INTERMEDIATE

Entrepreneurs create jobs for themselves and others, especially youth and women

Social entrepreneurs develop effective solutions for children and youth

Social entrepreneurs develop sustainable solutions for children and youth that are ready to scale

OUTCOMES

Higher degree of cross-sectoral exchange and partnerships with social entrepreneurs

LONG-TERM OUTCOMES

Improved livelihoods and employment for youth and women

Social entrepreneurs deliver effective and sustainable solutions at significant scale for children and youth

A sustainable supportive environment that enables social entrepreneurs to impact a significant share of the children and youth in their target group

ULTIMATE OUTCOME: WE CONTRIBUTE TO

REDUCED POVERTY:
Improved access to quality basic services (such as health, education, water and sanitation).
Improved employment opportunity.

REDUCED INEQUALITY:
The most vulnerable groups have improved access to quality and basic services, employment opportunity.
Improved social resilience and cohesion.

INCREASED CLIMATE RESILIENCE:
Sustainable use of natural resources, corporate behavior & consumer habits changed, increased climate knowledge, engagement & participation of children & youth

OUR PROGRAMS

Our programs have evolved over time to respond to the needs of social entrepreneurs working in diverse circumstances. We continue to tailor our programs to fit the contexts within which we work and refine them based on the impact results we collect. We currently deliver two program streams based on our theory of change: **capacity development** and **ecosystem development**.

Capacity Development

CAPACITY DEVELOPMENT.

We offer capacity development support focused on three development areas: Effective solution, Financial sustainability, Leadership, team, and operations. This is delivered through a mix of individual strategic planning, coaching, mentorship, peer learning and group sessions.

Our **capacity development stream** is targeted at local (social) entrepreneurs with innovative solutions for poverty, inequality and climate change issues that affect children and youth. Our three primary support programs for social entrepreneurs include these critical pillars of support:

NETWORK CONNECTIONS.

Having access to the right people at the right time is one of the most crucial success factors for any organization. Social entrepreneurs in our programs get a leg up on the competition with access to our local and international networks that bring them opportunities for new learnings, partnerships, and funding.

FINANCIAL SUPPORT. Funding remains one of the biggest barriers to the growth and development of social entrepreneurs and hinders the delivery of critical solutions for children and youth. We offer selected social entrepreneurs financial support to help them deliver their solutions and to strengthen the capacity of their teams.

INNOVATION LABS

Geared towards early proof-of-concept stage social entrepreneurs, our innovation labs provide technical and financial support that enables entrepreneurs to further develop, test, refine and validate a minimum viable product. This positions them to pilot their solution and become ready for their next investment.

INCUBATOR

Our incubators equip proof-of-concept social entrepreneurs with resources and skills to prove that their innovation delivers its intended social impact and demonstrate that their business model is financially sustainable. Our incubators may also provide financial investment for entrepreneurs.

SCALING READINESS

Our scaling readiness program is targeted at early growth stage social entrepreneurs with high ambition to scale. It focuses on two core development areas: effective solution and scaling practice. This program offers the technical and financial support entrepreneurs need to develop a comprehensive scaling strategy and build a scaling pilot aimed at exponentially increasing their social impact.

To achieve our vision, we also run entrepreneurship training and support programs designed to promote entrepreneurship, spark innovation, and foster entrepreneurial mindsets and skills among youth and women. These programs aim to contribute to job creation, improved livelihoods and/or to support entrepreneurship in the green economy. By specifically targeting women and youth, we simultaneously address one of the root causes of poverty and inequality – women's exclusion from economic participation – and contribute to reducing youth unemployment. Our entrepreneurship training and support programs include:

Entrepreneurship Bootcamp

Training for youth and women to develop entrepreneurship mindset, knowledge, and skills they need to start and grow a business with the goal of job creation and improved livelihoods or supporting entrepreneurship in the green economy.

Women and Youth Social and Economic Empowerment

We provide training to women and youth entrepreneurs to gain skills and knowledge to develop, refine and start or run a business idea and to gain access to funding.

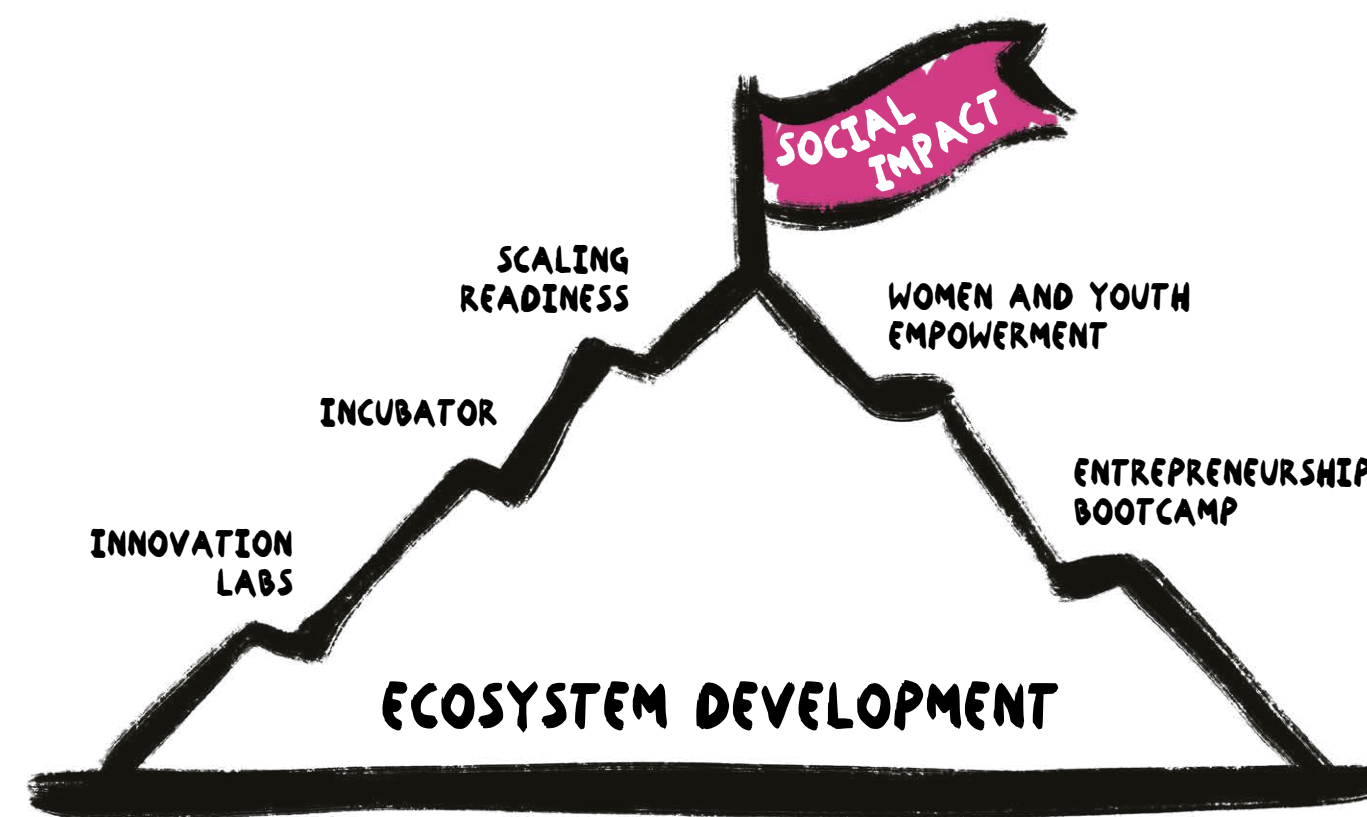
Ecosystem Development

Our **ecosystem development work** is based on the knowledge that successfully growing or scaling a solution is almost impossible if you are working in a fragmented ecosystem. Buy-in from public, private and non-profit sectors is critical to foster supportive environments where social innovation can thrive.

Our **ecosystem development strategies** are tailored to the needs of the specific markets where we work. In general, we focus on increasing awareness and building the capacities of key actors*, fostering collaboration between them and social entrepreneurs and improving the conditions and access to networks for social entrepreneurs.

OUR ACTIVITIES INCLUDE:

- Providing support to **establish social entrepreneurship associations**
- **Convening stakeholders** and influencers to increase dialogue between stakeholders and facilitate cross-sector partnerships
- Advocacy and thought partnership for **improved policies**
- Collaborating with stakeholders to **diversify available financing instruments and funding opportunities** for social entrepreneurs
- **Capacity building of support organizations** in the social enterprise sector
- **Raising awareness and promoting education** around social entrepreneurship among key actors, aspiring social entrepreneurs, and the general public



*Key actors are people who have crucial roles in policy formulation, regulation, financing, marketing, provision of support services, human capital development, the social entrepreneurs themselves, and other relevant institutions and networks.

WHAT WE HAVE ACHIEVED

CAPACITY DEVELOPMENT

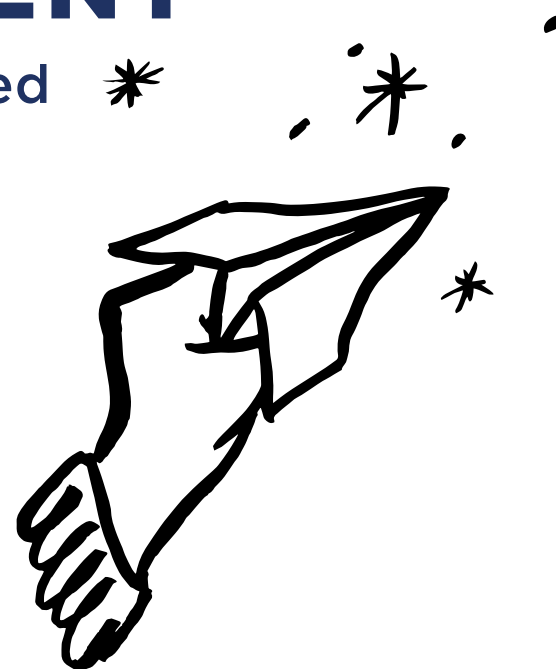
Entrepreneurs Supported *

In 2022, Reach for Change directly reached more than **800** beneficiaries through our capacity development programs.

90% BASED
IN AFRICA

10% BASED
IN EUROPE

75+ RECEIVED
GRANTS



Entrepreneurship Bootcamp

359 university and Technical and Vocational Education and Training (TVET) students in four institutes received support in Ethiopia

19 trainers participated in Training of Trainers (ToT) in Ethiopia

Women and youth economic and social empowerment

246 women and youth entrepreneurs in Ethiopia and Ghana received access to financing, training and technical support

Innovation Lab

165 concept stage entrepreneurs participated in innovation labs in Ethiopia, Senegal and Bulgaria

Incubator

31 proof-of-concept stage social entrepreneurs participated in the incubator in Sweden, Bulgaria and Ghana

Scaling Readiness

11 early growth stage social entrepreneurs participated in the scaling readiness program



Incubator and Scaling Readiness Impact Results

RESULTS FROM THE GLOBAL CHANGE LEADERS SURVEY 2022

88% of social entrepreneurs in the incubator and scaling readiness programs said they were very satisfied with the support provided in 2022.²

100% reported that Reach for Change considerably or greatly contributed to increasing their organization’s credibility

89% say that Reach for Change considerably or greatly contributed to them believing more in themselves

78% say that Reach for Change considerably or greatly contributed to opening doors for their organization

68% of social entrepreneurs state that they gained connections to people and/or opportunities through Reach for Change. These connections resulted in:

- new learnings for **83%**
- collaborations/partnerships for **52%**
- new tools for **43%**

” By showing Heads and owners of schools we were selected into the program, it gave us much needed credibility and they became more open to working with us. They understood our mission and were willing to work with us to bring our solution to their students.

— **Change Leader** from Ghana

RESILIENCE IN THE FACE OF ADVERSITY

Our program participants developed despite the challenges they faced in 2022.

- **48%** of social entrepreneurs report that armed conflict or instability had a negative effect on their overall organizational development
- **70%** of social entrepreneurs report that rising prices/exchange rate fluctuations had a negative effect on their overall organizational development

GROWTH AND DEVELOPMENT

Incubator participants reported that they received support in the following areas:³

- **Developing an effective solution 100%**
- **System change 80%**
- **Financial sustainability 78%**
- **Leadership and team 73%**
- **Impact scaling 71%**

97% of incubator participants said they would be very likely to recommend the Reach for Change incubator to a fellow social entrepreneur.⁴

89% of scaling readiness participants reported significant development towards an **effective solution**

- **70%** of which say that Reach for Change made a significant contribution to this development

67% reported significant development towards a feasible **scaling strategy**

- **90%** say that Reach for Change made a significant contribution to this development

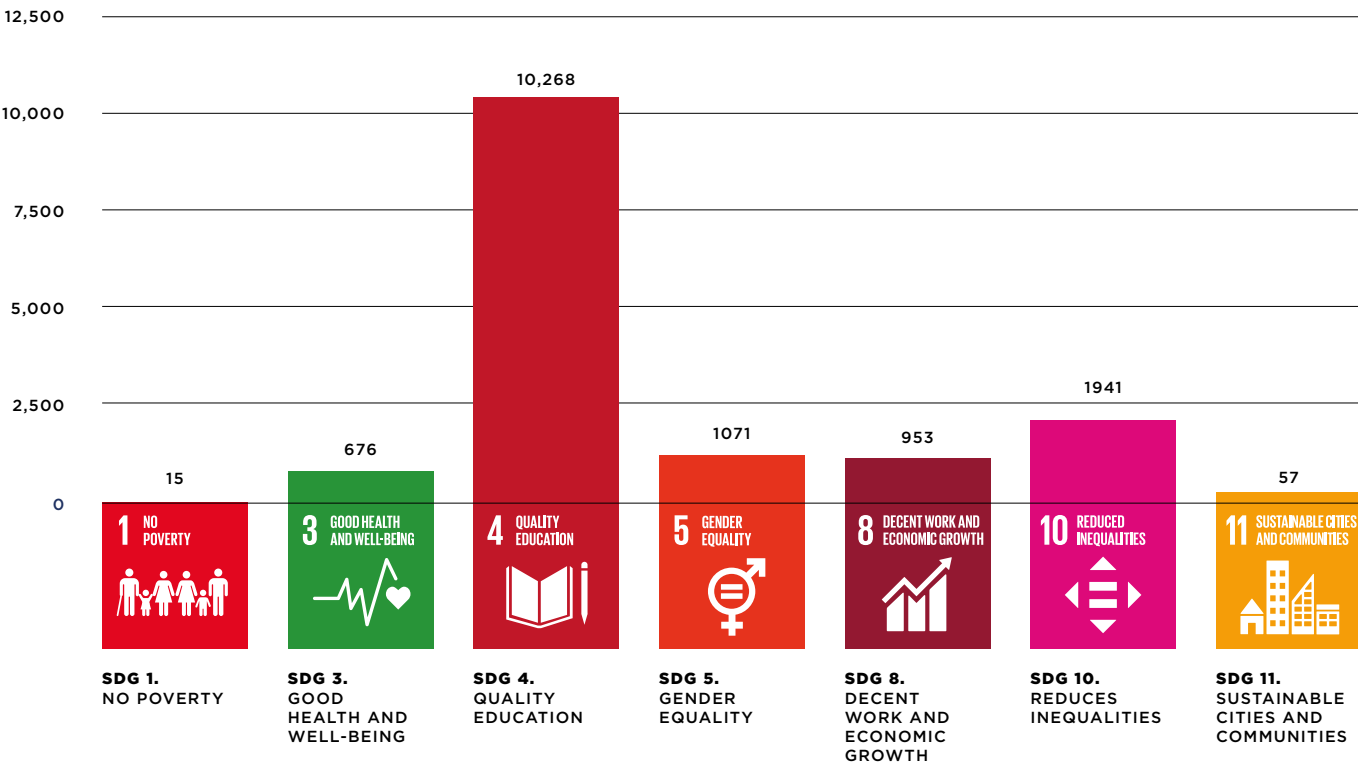
² On a seven point scale, the selection “very satisfied” corresponds with a rating of 6 or 7.

³ Global Change Leaders (CL) Survey 2022. The Global Change Leader Survey was sent to 39 participants in our incubator and scaling readiness programs and 34 responded, contributing to 87% response rate.

⁴ On a seven point scale, 97% of respondents responded with 6 or 7 when asked how likely they would be to recommend the incubator to another social entrepreneur.

Children and youth supported by our social entrepreneurs

Our incubator and scaling readiness program participants impacted over **14,900 children and youth** through their activities in Ghana, Sweden and Bulgaria



With the support of the IKEA Foundation, Reach for Change has been piloting a **new approach and methodology** aimed at inspiring young people in Ethiopia to establish green enterprises. Since 2021, this pilot has been delivered in partnership with four higher education institutions in Addis Ababa (two Technical and Vocational Education and Training centers (TVET) and two universities) and has generated a **rich catalog of learnings and insights**.

Over the course of the project, we ran a **Green Entrepreneurship Bootcamp** to nurture green entrepreneurial mindsets and generate green enterprise ideas among tertiary level students. We also established a **Green Innovation Lab** to help those with strong green product and service ideas to build, test and iterate minimum viable products, and help them also establish registered viable businesses.⁵

PROGRAM RESULTS

359 STUDENTS WERE TRAINED

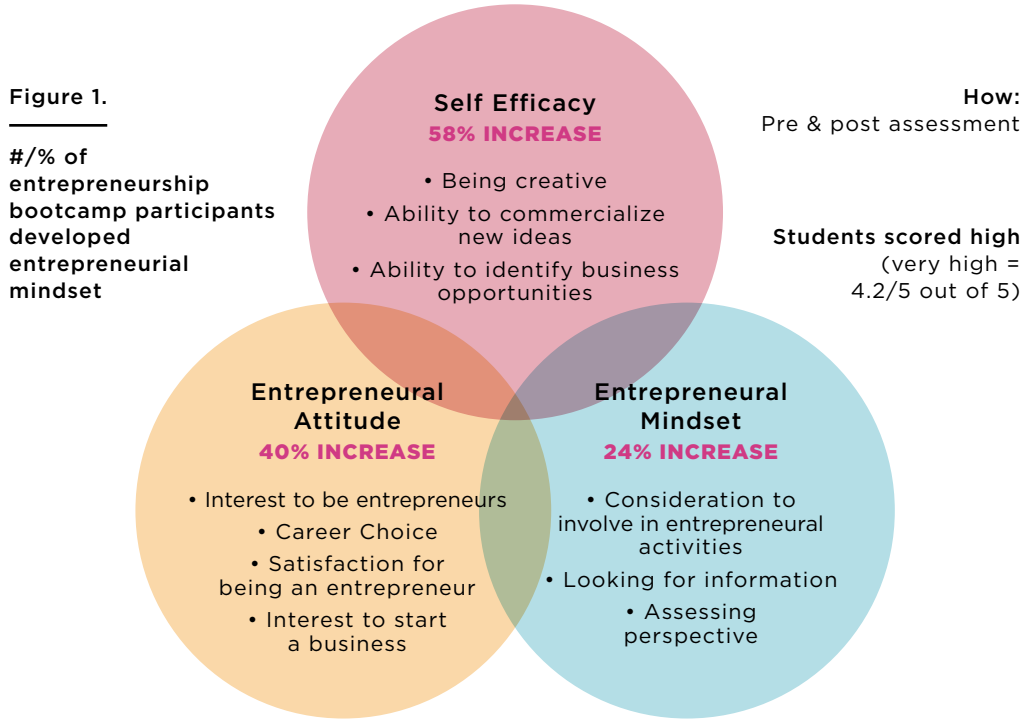
246 male (68.5%)

113 female (31.5%)

OUTCOME

MINDSET SHIFT: The results indicate that the bootcamp training led to a significant increase in entrepreneurial mindset among participants. It helped to fill the gap in the existing entrepreneurship

education curriculum. We observed a significant shift from high to very high scores in entrepreneurial attitude, self efficacy and entrepreneurial mindset in the pre- and post- training assessment scores as seen on Figure 1.



LEVEL OF UNDERSTANDING OF THE TRAINING TOPICS: We also measured the student’s perception of their own understanding regarding the 11 topics covered during the training. The results of the survey show that the entrepreneurship bootcamp was very useful in providing concrete, practical knowledge on the topic of entrepreneurship.

IDEA GENERATION: Participants were expected to generate and work on their own ideas as part of the

training process. As a result, 53 students came up with green business ideas and applied to the innovation lab to receive support to develop a minimum viable product. Those who applied were very successful in progressing through the selection process (which was also open to external candidates) and employed an anonymous selection process. 81% of the applicants from the entrepreneurship bootcamp were shortlisted, while 67% were selected for the innovation lab. This shows that bootcamp had a strong influence on the quality of idea generation applications.

We ran a number of A/B tests⁶ to understand the effects of demographic factors and methodologies on the expected outcome results and made the following discoveries:

1 / ACADEMIC LEVEL: Being a university or a TVET student does not have an effect on mindset shift or level of understanding of the training topics provided.

2 / TRAINING DELIVERY METHODOLOGY – PROFESSIONAL VS FACULTY TRAINER: Those who were trained by professional trainers scored higher in entrepreneurial attitudes and entrepreneurial mindsets. However, faculty staff were found to have a higher impact in helping students more thoroughly understand the training topics. This may be an indication of the need of using mixed methods.

3 / IN-PERSON VS. PRE-RECORDED GUEST SESSIONS: Around **74%** of participants said they were inspired “very much” by both the pre-recorded video and in-person visits. **61.8%** suggested combining both the pre-recorded and in-person visits for future training. Their rationale was that the in-person provides opportunities to ask questions and learn more while the prerecorded can be used anytime there is a need.

LEARNINGS

Due to the number of assessments, observations and close followup we have done, we understand that:

- Female students are less likely than male students to explore and participate in such opportunities. We developed mechanisms to encourage their participation, such as, featuring women role models and taking some affirmative action for female participants.
- Students who came from other regions had challenges such as accommodations after graduation inhibiting their participation in the program.. In collaboration with one of the universities, we manage to solve the challenge by providing accommodations to enable them to complete the program

TIGABU FINDS HIS TRUE CALLING IN GREEN ENTREPRENEURSHIP

As a mechanical engineering graduate in Addis Ababa Science and Technology University, Tigabu Mekonnen has always been driven to carve his own path.

Due to a higher education policy mandating that **70%** of students should join the natural science field, many students have obtained degrees within engineering in recent years. As a result, finding a job in that field became extremely difficult. Tigabu lost a lot of sleep due to the constant rejection in his job search and worries about his future.

Aware of the struggle Tigabu was facing, one of his friends advised him to apply for the **Green Entrepreneurship Bootcamp**.

During the training, he was very attentive and showed great interest in learning how to run a business. His family members were farmers, but the land they owned was so small that they couldn’t harvest enough food even for themselves, let alone to sell. Tigabu came up with an innovative vertical farm* idea as a solution to increase food production, and gained confidence to pursue the idea during the training. Upon completion of the bootcamp, he was selected to join the **Green Innovation Lab** program to further develop his project.

Tigabu is now in the early testing stage of his business, and plans on moving into production soon. He has expanded his business focus into two: producing vertical farming equipment, and selling produce from vertical farms.



” I spent five years studying mechanical engineering but I didn’t have any knowledge of business models. It is not an exaggeration to say the four days of bootcamp and the seven days of Green Innovation Lab training were a game changer for me.

– Tigabu Mekonnen

⁵ The final evaluation and analysis of the results of the Green Innovation Lab is ongoing as of June 2023.

⁶ A/B testing, also known as split testing, is an experiment wherein target groups are split to access different services and compare the results in terms of the effectiveness of achieving the expected results.

* Vertical farming is the practice of growing crops in vertically stacked layers. It often incorporates controlled-environment agriculture, which aims to optimize plant growth, and soilless farming techniques such as hydroponics, aquaponics, and aeroponics.



Women and youth economic and social empowerment WIDU in Ghana

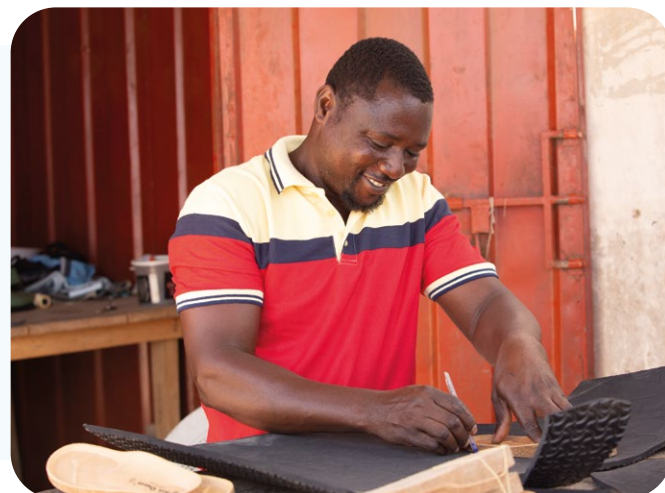
giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

In Ghana, many small businesses struggle to survive due to insufficient funding, limited business skills and a lack of support. At the same time, small business offers an incredible opportunity to alleviate poverty through job creation, particularly for women, who use their income to improve the lives of their children, and for youth who seek employment prospects to shape their future and fulfill their potential.

WIDU is a project of Deutsche Gesellschaft für internationale Zusammenarbeit (GIZ), implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). WIDU collaborates with African diaspora living in

Europe, allowing them to invest in small businesses in their home country and access additional grants and business development support for these businesses in the process.

Reach for Change has partnered with GIZ to offer business development support for early-stage entrepreneurs in Ghana, with the aim of creating jobs and ultimately reducing poverty, especially among youth and women. To date, our innovation labs have provided technical support, coaching, and mentorship for hundreds of small businesses, resulting in job creation and economic stability for the participants.



- 253** small businesses supported
- 597** coaching sessions provided
- 333** existing jobs were sustained
- 234** new jobs were created
 - > **48%** of new jobs are held by women
 - > **25%** of new jobs are held by youth

” At WIDU, we aim to ensure the effectiveness of money transfers from the Ghanaian diaspora into micro and small business by providing business coaching and further financial support. Reach for Change provides WIDU entrepreneurs with tailored business coaching to enable the longevity of the business. Therefore, we maximize the impact of the diaspora contribution to unlock the economic and social potential of micro and small businesses.

— **Till Schmeing**, Advisor, WIDU Ghana, GIZ

Incubator in Sweden



Reach for Change's incubator program in Sweden helps social entrepreneurs in the proof-of-concept and early growth stage further develop and build their organizations as they work towards increasing their impact for children and youth. The support typically lasts two years and consists of three main areas; capacity development, network connections, and stamp of approval. In 2022, ten social entrepreneurs were supported in the incubator.

MERMAID SIMSKOLA, SWEDEN

Mermaid Simskola is a social organization that strives to make swimming accessible and inclusive for everyone. Founded by Muna Idow, who learned to swim late in life, the swim school adapts its lessons to fit the needs of its students to ensure that everyone has the chance to learn to swim and be safe in water, no matter their background or previous experience. Mermaid Simskola is contributing to reduced inequality and improved health and wellbeing.

When Sara first tried swimming, her experience left her feeling defeated. “*I just wanted to give up,*” she recalls. But despite her reluctance, Sara’s mother managed to convince her to give swimming one last try with Mermaid Swimming School.

At first Sara was quite shy and extremely afraid of the water. But with a little patience and gentle encouragement, slowly but surely, Sara developed trust in her instructors and gave swimming a try. She has since passed her swimming test, an accomplishment she admits she sometimes has a hard time believing.



Muna Idow, Founder of Mermaid Simskola

“*I have gained a lot of self-esteem, and feel safer and more secure, especially now that I know how to save someone who needs my help as a girl who knows how to swim.*”

” As one of the founding partners of Reach for Change we have been onboard since day one. By investing in Reach for Change's capacity-building and support of social entrepreneurs, Kinnevik actively invests in social change and impact across three continents. Having more than 10 years of experience in working with Reach for Change, we know ourselves the great impact of working cross-sector to leverage the strength we have in our society, combine them and leverage on innovative partnerships.

— **Georgi Ganey**, CEO Kinnevik

Incubator program in Bulgaria

GROW
Incubator

ING 

18.1% of the young people in Bulgaria are neither studying, nor working or developing their professional skills. This puts them in a high risk of poverty and social exclusion.

To tackle this problem, Reach for Change and ING in Bulgaria are running a two-year thematic incubator program for social entrepreneurs and non-governmental organizations that are developing the professional skills and career readiness of young people.



In 2022, seven organizations were selected and received capacity development in the form of training and coaching, as well as media support. Three of the organizations received funding in the total amount of USD 16,500 to further develop their solutions.

” ING has a long-standing history of supporting people and the community. Our goal is to ultimately contribute to society’s transition to be more sustainable. Not only a greener society, but one with people who are in better financial health and who are more empowered to take control of their finances. Besides the impact we make on climate action and financial health through our business activities, we reach communities directly through community investment initiatives. We partner with the Swedish NGO Reach for Change because of its mission – to overcome the boundary of social exclusion and to Open The Circle that divides our society in two, – because it give us the opportunity to collaborate with multiple stakeholders to achieve collective impact and because it empowers local social entrepreneurs, boosting the development and scaling of innovative solutions to local and global challenges.

— **Marina Kobakova**, Country Manager, ING Bank N.V. Bulgaria



PROMYANATA



For a ninth consecutive year, Reach for Change and Nova Broadcasting Group supported social entrepreneurs with innovative solutions to pressing issues for children and youth in Bulgaria through the PROMYANATA contest.

In 2022, nine social entrepreneurs were supported in the incubator program, receiving seed funding, capacity building support to develop their impact management, business and financial model, and their leadership skills. They received media support and access to the network of social entrepreneurs and experts of Reach for Change. Four of the social entrepreneurs were selected in December 2021 and graduated from the incubator in June. Five new organizations joined the incubator in November after a thorough selection process, and went through an innovation lab program which helped them develop their solution and business model.



SIMEON DISCOVERS NEW ABILITIES AND BUILDS HIS CONFIDENCE

Sports play a crucial role in the lives of children with disabilities, offering a wide range of benefits that positively impact their physical, mental, and social well-being. However, in Bulgaria, there are few sports facilities equipped for the needs of children with disabilities. Determined to change that, Svetoslav Zahariev founded Zahariev Fight Team – a pioneering gym which provides adapted equipment and regular training sessions for children with disabilities and special needs. Svetoslav was the winner in the eighth edition of PROMYANATA and received support in the Reach for Change incubator. Currently, Svetoslav runs one gym in the town of Ruse, supporting 210 children in 2022. His aim is to scale his model to all big cities in Bulgaria.

One of the children who trains in Zahariev Fight Team is a 6th grader named Simeon. He’s diagnosed with ataxia, and has impaired motor skills and coordination. During sports classes in school, Simeon was excluded and has been forced to be an observer and, at best, a judge, while other students get to play.

Two years ago he started visiting **Zahariev Fight Team’s gym** in Ruse weekly and the change he experienced was incredible. His parents observed a huge improvement in Simeon’s physical condition and his self confidence.

His father shares: “*Simeon had trouble walking and climbing stairs. We always held his hand because he would often stumble along and fall. Ever since he started training with Svetoslav he’s made incredible progress. The workouts have had a really positive impact on him. Now he can jump and run, and his cognitive development has greatly improved. He can even go up the school stairs with his backpack, all by himself. He used to be really shy, but now he talks more with his classmates, as he feels better about himself. He believes in his capabilities, and displays huge will and motivation to keep on training and improving. He even says he wants to be a pro bodybuilder or boxer someday.*”

” For nine years we have worked side by side with Reach for Change Bulgaria to sustainably secure a safer future for children and youth in Bulgaria. We are happy to support the causes of motivated social entrepreneurs and believe that they are the positive CHANGE our society needs.

— **Krasimira Vasileva Hadzhiyska**, Chief Operating Officer, Nova Broadcasting Group.



Scaling Readiness

Scaling Readiness for Education-focused Social Entrepreneurs, Ghana



Despite significant progress in recent decades, the Ghanaian educational system continues to face several challenges. There's a shortage of well-trained teachers. Many children study in overcrowded classrooms and lack access to school materials, while over half a million children are not even enrolled in primary school. Children from rural communities, as well as girls and children with disabilities, are most vulnerable to these challenges.

Scaling Readiness program is a collaboration between Reach for Change and the Jacobs Foundation that began in 2022. Aimed at addressing poor education outcomes and low enrolment rates in primary schools in Ghana — the program provides tailored support to social entrepreneurs with solutions for these problems, equipping them with resources and skills to strengthen and scale their impact.

In July, ten outstanding edupreneurs (social entrepreneurs in the education sector) were selected for the scaling readiness program. Their ed-tech solutions work to improve the reading skills of children, improve digital skills and inspire transformational educational experiences.

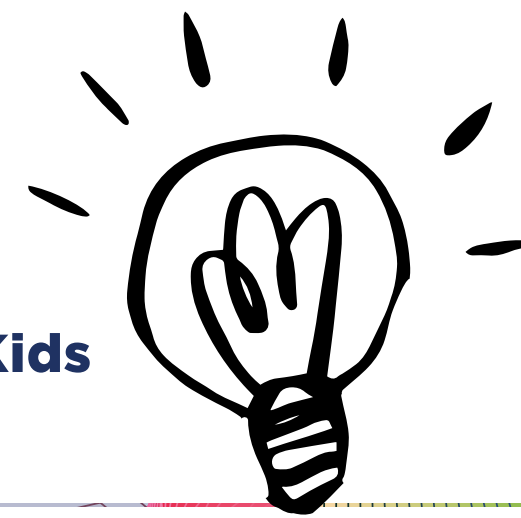
The edupreneurs received grant funding of up to US \$17,000.00 to help them deliver their solutions and strengthen the capacity of their teams. In the program, through coaching and mentoring from world-class experts and funders, the social entrepreneurs are developing business skills, strengthening research capabilities, growing their networks and gaining valuable media exposure. At the end of the two-year program, the edupreneurs will have a plan in place and the resources mobilized to deliver their ed-tech solutions at significant scale.

” While many existing social entrepreneurs in Ghana strive to innovate and create effective education solutions, most do not impact children's educational outcomes at the scale or depth that they desire. It has been very exciting to work with Reach for Change to support these entrepreneurs in their quest to scale their education solutions through tailored capacity building, expert sessions and opportunities within the partnership network of the Jacobs Foundation

— Cathrin Jerie
Program Manager, the Jacob's Foundation



DebateKids Ghana



CAPACITY DEVELOPMENT 25



A writing and debate fun-program designed to develop children's analytical and expressive skills.



Speech Forces is a Ghanaian social enterprise that was founded to equip students with essential critical thinking skills required to become active and engaged citizens.

The social enterprise's most popular program DebateKids is targeted at children aged 5-12 years old and teaches basic research, persuasive writing, argumentative discourse, speaking and listening skills in a safe and structured environment. The program consistently engages over 500 participants.

With support through the Scaling Readiness program, Speech Forces has developed a scaling plan that will see the DebateKids program expand over the next five years to impact 8000+ children and youth in schools, community centers, and virtually.

Elorm is an 8-year-old child who struggled with self-esteem and was extremely withdrawn socially. Before joining DebateKids club, Elorm was very nervous of speaking in front of others and was unable to make friends at school. Her concerned parents decided to enroll her in DebateKids club in the hopes that it might help with her shattered confidence.

After just a few months with DebateKids, Elorm is already expressing herself more among her peers and she participates more in class activities.

“Elorm is more confident now and expresses her views frequently,” says her mother. “Her teacher also reports to me that she has become more active in class and asks more questions than before.”



DebateKids is an initiative of Speech Forces, which is part of the cohort of 10 social enterprises in the program.

ECOSYSTEM DEVELOPMENT

1,000+

actors engaged in ecosystem development programs this includes social entrepreneurs, duty-bearers⁷, academics, etc.

500+ social entrepreneurs reached through advocacy related capacity building training

13+ million people reached through traditional and social media

76 external events Reach for Change actively participated in 76 events to raise awareness about social entrepreneurship and ignite new partnerships.



⁷ In this case duty-bearers can be defined as government entities having a particular obligation or responsibility to provide services for entrepreneurs



Enhancing the ecosystem for early growth stage social entrepreneurs in Bulgaria

UniCredit Bulbank
Forbes

Early-growth social enterprises face many barriers to accessing growth capital. This stage is often referred to as the “Valley of Death”: social enterprises in this stage have used grants and seed funding before, but now they need more substantial financial support. They are caught in-between: too mature to receive startup grants or donations, and too small and risky for traditional investors.

To help close this funding gap, Reach for Change launched the Valley of Growth – a cross-sectorial initiative in partnership with UniCredit Bulbank, Forbes Bulgaria, The Business Institute, ING Bank and the Sofia Municipal Guarantee Fund for SMEs, funded by the European Commission. The project aims to boost the development of the social entrepreneurial market in Bulgaria by helping social entrepreneurs access financing instruments that match their needs and maintaining their appeal to potential investors.

The project has addressed the needs of the market by conducting research to better understand the social entrepreneurial ecosystem in Bulgaria. The research investigated design, testing and verifying solutions for a clearly identified market need, the lack of financial instruments, and investment readiness programs for early-growth social entrepreneurs in Bulgaria. The solutions included a social impact bank instrument, a municipal bank guarantee, and an investment readiness program. (The specific characteristics of the solution were further explored and verified during the project).

The project drew from existing knowledge and experience through the extensive involvement of experts and stakeholders (social entrepreneurs, potential investors, public institutions) in a specially-

established social impact community. In addition, the international know-how transfer was secured through a series of events (including the International Impact Conference) and transnational learning activities.

An immediate impact was achieved with the establishment of the social impact community. It resulted in decreasing communication and collaboration gaps between social enterprises, investors and relevant authorities. Organizations that took part in the project partnership have already increased their capacity due to curated information and organized research at the national level.

In the long term, once the financial instrument starts to be applied, the impact on social enterprises will be even greater, providing them with opportunities to expand their activities. Local and national populations, affected by social issues addressed by Bulgarian social entrepreneurs will also be impacted. The sustainability of the results is guaranteed by the dedication of all partners in the consortium. Their long-term interest is visible by previous activities, a signed memorandum and future plans for collaboration in the area.





Forum CIV
in Ghana

FORUMCIV.

Poverty is a major and multidimensional issue in Ghana, preventing individuals — especially young people and women — from enjoying economic security. Youth unemployment rates in Ghana are more than double average unemployment rates. Similar to the rest of sub-Saharan Africa, high employment rates indicate that youth are compelled to work in insecure, poor-quality, and low-paid jobs for survival (WESO 2017), denying them their right to adequate standards of living.

Self-employment serves as the primary pathway out of poverty for marginalized youth and women in the areas where Social Enterprise Ghana operates. The Registrar General's Department Offices – responsible for registering them, the Ghana Revenue Authority – which taxes them, and several other governmental organizations are the primary duty-bearers in ensuring that young people can access beneficial services.

However, for most young people, these services are beyond their reach, and they often lack information about their existence or how to access them. Furthermore, these services have generally been developed without consulting the populations they aim to serve, and they lack the necessary structure and resources to meet their needs.

In collaboration with Social Enterprise Ghana, Reach for Change empowers young people and women to access services, information, and skills that support them in exercising their fundamental human right to an adequate standard of living and creating sustainable livelihoods. The project aims to enable young people and women living in poverty to advocate for and gain access to services that should be available to them, enabling them to become self-employed or start a small business in a sustainable manner.



THE PROJECT HAD THREE KEY ACTIVITIES:

The advocacy training covered two different types of training: training of trainers (ToT) and training of beneficiaries—carried out by the participants of the ToT. The training of beneficiaries focused on explaining what advocacy means, how they could effectively advocate for their economic rights, how to connect to duty-bearers and how to empower their colleagues, groups and associations with the required information they have acquired on economic rights.

The policy dialogue session focused on establishing relationships between the regional leads, relevant state duty-bearer institutions and the beneficiaries of the advocacy program. After the advocacy training program, duty-bearer institutions were invited to present their services and benefits to the beneficiaries as well as regional leads.

The feedback session focused on presenting the beneficiaries with an opportunity to give feedback to the duty-bearer representatives on their experience accessing their services and economic rights. Challenges, successes and opportunities were also discussed during this meeting.

All 12 regional leads (7 men and 5 women) responsible for implementing the program participated in the ToT. The focus was to equip the regional leads with the requisite advocacy training skills to train their beneficiaries in their respective regions.

Regional leads received training on developing advocacy plans for implementing advocacy programs during the program period. Consequently, all 12 regional advocacy plans were successfully developed.

575 beneficiaries completed the advocacy training organized by regional leads

- **73%** were youth
- **75%** were women
- **25%** were men

86.6% of beneficiaries reported that their capacity to access services and benefits from duty-bearers had been strengthened

OUTCOMES

Based on the baseline endline survey conducted in the project, there is improvement in awareness of the participants about the available services for them, access to services, and opportunity to provide feedback to duty-bearers.⁸ The result is as follows

BEFORE	AFTER	
51%	> 87%	had information about the available services
18%	> 53%	had accessed or utilized the services and benefits provided by government agencies and departments
17%	> 77%	had the opportunity to provide feedback to duty-bearers on service provision and suggest areas of improvement

⁸ 346 and 329 responded to the baseline and endline respectively



Partnering for Change 2022

In just a few years, the world experienced a global health pandemic, rising inequalities, geopolitical instability and military conflict, all underpinned by an overarching climate crisis. What is needed to partner across sectors and tackle these converging and cascading crises? What role can social entrepreneurs play and how can we accelerate their impact to reach Agenda 2030?

To find the answers to these questions, we've been gathering prominent doers and thinkers from the social, business and public sectors in our Partnering for Change event series. Launched as an initiative in 2018 in Stockholm, Partnering for Change has turned into an annual forum, with editions in Stockholm, Vilnius, Zagreb, Sofia and Accra, with over 100 speakers from all around the world.



In 2022, the fifth global edition of Partnering for Change was part of Stockholm Impact Week. We joined forces with 12 partners to offer a half-day hybrid event, filled with thought provoking keynotes, panel discussions and interactive breakout sessions on cross-sector partnerships, building resilience into our systems and the role of social entrepreneurs in a time of complex challenges.

“Only by finding the common values through a continuous dialog can we truly coordinate and solve global problems in a collaborative fashion.”

AUDREY TANG

Taiwan's Minister of Digital Affairs



” We need philanthropic capital and catalytic conversations in order to build up local expertise and technical capacity and bridge the gap between investors and social entrepreneurs.

— **Amma Gyampo**, CEO, ScaleUp Africa



“Floods and droughts will happen, storms will come, there will always be conflict. To be able to respond, we need to build resilience in our communities that are being affected.”

JAKOB WERNERMAN

Director of Humanitarian Assistance
SIDA



” The evaluation that investors do on social entrepreneurs is quite similar to that of regular companies. But there is a higher tolerance for lower profitability initially if the core goal of the company is the impact.

— **Torun Litzén**, Director of Corporate Communications, Kinnevik



“We need to move from having a sustainability strategy to having sustainability within the core of our business targets. Because it cannot be one department, one document. It needs to be the whole company.”

TOVE CHEVALLEY

Head of Electrolux Global Innovation Hub





ChromaWay



2030 is just a few years away, and in order to achieve the UN's Sustainable Development Goals, we must accelerate our efforts. To accomplish this, Reach for Change and ChromaWay have joined forces to utilize blockchain technology and expedite progress towards Agenda 2030. This partnership is driven by the shared mission of leveraging blockchain and local social entrepreneurship to create a better world for children and youth.

Our collaboration empowers social entrepreneurs to address the most pressing challenges of our time, including climate change, inequality, and tackling poverty through innovation. By embracing our shared values of empowerment, entrepreneurship, inclusion, innovation, and a global mindset, we are investing in youth and fostering social impact.

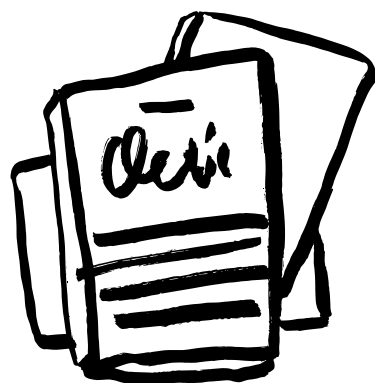
Within this partnership, our focus is on raising awareness about blockchain as a tool for social impact. We educate our partners and social entrepreneurs in our portfolio about the potential uses and benefits of blockchain. Additionally, we work to build public awareness of blockchain and its potential applications, while identifying partner objectives including blockchain solutions for social impact.

In the first year of our partnership, we conducted research to explore the intersections and opportunities between blockchain technology and social impact. This research led to the creation of two reports: **When Blockchain Meets Social Impact** and **Blockchain Use Cases for Social Entrepreneurs & NGOs**. These reports have provided valuable insights and deepened understanding of the blockchain space and its various use cases, although we recognize there is still much more to learn.

To gauge interest in blockchain technology among social entrepreneurs, we conducted a global survey, reaching out to **231 organizations across 17 markets** where Reach for Change has a footprint. We received **60 responses**, indicating a strong curiosity about blockchain. As a result, **49 of our social entrepreneurs** were granted access to ChromaWay's online learning materials.

During our annual Partnering for Change event, Zara Zamani, Chief Solutions Officer at ChromaWay, delivered an insightful and inspiring talk titled "Blockchain as a Catalyst for Social Impact," which sparked meaningful discussions and generated new ideas. In a breakout session, Ebba Theding, CFO at ChromaWay, and fellow panelists explored the potential of blockchain helping us leapfrog social innovation to the forefront.

Throughout 2022, we successfully collaborated with ChromaWay to achieve several joint objectives. One key lesson we learned this year is that building awareness around using blockchain as a lever for social impact takes time. We are excited to build upon this momentum and hope to extend the partnership in the future.



Social entrepreneurs and their innovative interventions: A solution for young people not in education, employment or training?



In Europe 11.5% of young people aged 15 to 25 are neither working nor in school. At a time in their lives when young people should be starting their first or second job, many find themselves unable to find work. The result is young people left feeling frustrated, in economic hardship, mentally distressed and sometimes in a downward spiral which may lead to severe mental illnesses.

In 2022, our team in the Baltics and Sweden worked on a feasibility study to better understand the phenomenon of young people not in education, employment or training (also known as NEETs). It looked at the needs and challenges of social entrepreneurs working with this target group, and how these social entrepreneurs can be best supported to deliver their services to NEETs. Three markets were involved in the study: Sweden, Latvia and Lithuania. A total of 21 stakeholders gave their input through interviews, correspondence, and co-creation workshops. The project was funded by the national ESF+ council in Sweden.

The main focus of this study has been to test our hypothesis that the challenges faced by social entrepreneurs in the various nations may be similar, and by encouraging transnational exchange, entrepreneurs and innovators working with NEETs could increase their access to resources and solutions, as well as potential collaboration. The end result would be more NEETs getting the support they need from social entrepreneurs at a local level.

We consulted and sought input from public sector representatives, representatives from the private sector and those in the NGO sector. The representatives from the NGO sector have typically been those involved in social innovation and/or social entrepreneurship.

The study found that the causes and societal consequences of NEETs in Sweden, Latvia and Lithuania are complex. The term itself refers to a broad range of individuals, each with their own diverse backgrounds, vulnerabilities and ambitions. Current efforts to support this group, often led by public sector agencies with narrow mandates, sometimes lack coordination, cohesion, and the long-term, tailored approach required to support NEETs. However, a cohesive, tailored and needs-based approach is exactly what social entrepreneurs and their locally-rooted, innovative interventions can often offer. Social entrepreneurs also often originate from the target groups themselves and are able to foster trust and a better understanding of the support that is needed to lift people out of their respective situations.

However, these social entrepreneurs struggle with financing and access to relevant networks and information. They have clearly expressed a need to have increased access to other stakeholders, including each other. Hence, we see the relevance of setting up a transnational network of social entrepreneurs who are all working in the same thematic area. The increased provision of flexible, peer-based support would ideally contribute to better outcomes not only for social entrepreneurs, but also for those they dedicate their time and energy to supporting.



Voice of Change in Ethiopia



Gender equality has been a longstanding issue in Ethiopia, with evident disparities, particularly between urban and rural areas. Ethiopian girls and women face various challenges, including limited access to education, early marriages, and social exclusion. Consequently, these obstacles restrict their future opportunities to pursue sustainable and well-paying livelihoods, leading to an overrepresentation of women in lower-skilled jobs and unpaid care work.

Despite the resistance to gender equality, Ethiopia has witnessed inspiring stories of successful female trailblazers in the business and social sectors. By providing a platform for these women to share their experiences with a wider audience, we aim to challenge prevailing perspectives and assumptions



about gender equality, and envision a future of greater possibilities for women in Ethiopia. These stories serve as a beacon of hope, showcasing change and inspiring transformations.

In collaboration with Erq Ma'ed, the founder of the award-winning Ethiopian radio show, we have produced a radio series consisting of five interviews with notable women who embarked on their professional journeys in Ethiopia.

Despite facing diverse challenges and limited access to education and opportunities, they have emerged as change agents and opinion leaders, dedicated to creating a sustainable and brighter future.



RESULTS

As part of the project, five radio interviews were broadcasted on Bisrat FM, featuring our remarkable “sheroes”:



Tigist Getachew, a young Ethiopian venture capital wizard. With an ambition of participating in the booming economy of her motherland, Tigist co-founded and led a successful advisory firm East Africa Gate. In 2021 she embarked on a new entrepreneurial adventure by co-founding ARAYA Venture Lab, creating new perspectives and finding home-grown solutions.



Hamere Mulugeta, the founder of Nu Chika Enabuka, is passionate about nature and handicrafts. Her dream is to rediscover traditional values and instill them in children, fostering a culture of peace, tolerance and respect. In the heart of Hamere's home, she created a haven for family entertainment – a unique venue featuring indigenous plants and art that allows children to interact with nature while they enjoy delicious food from around Ethiopia.



Rahel Tsegaye, the founder and mastermind of Fidel Tiru. Driven by her passion to introduce a comfortable teaching-learning method, Rahel started producing high-quality learning materials, including illustrations, puzzles and storybooks. Constant communication with teachers and parents, as well as her strong belief in playful learning, help her company make a tangible impact. For her pronounced contribution to children's education in her country, she has been elected as a laureate from Ethiopia out of more than 3,000 African contestants by the Women by Africa Initiative.



Serawit Teketel “Cherry”, the founder of Ellilta. Once having caught a glimpse of the horrifying hidden world of the Ethiopian street sex-workers, Serawit began her lifelong quest of bringing positive change to their lives. She started her non-profit organization in 1995. Since then, Ellilta has been a loving and accepting community to some of the most marginalized people found in Ethiopia.



Rahel Heruy, a successful herbalist and business woman, the founder of Damascene Essential Oil company who is giving a second life to the old secrets of traditional Ethiopian herbology and medicine. Graduated as a pharmacist, Rahel was always passionate about cultivating essential oils, spices and herbs. And now her mission is not only to ensure the quality of her products but also the employment of female farmers and the development of the market.

Our radio shows have been broadcasted within a **125 km** radius of Addis Ababa, the capital of Ethiopia. The estimated potential audience for all our radio shows on Bisrat FM 101.1 is approximately **12 million** people. Additionally, our campaign website received a total of **43,000** visitors.

To assess our impact, we conducted focus groups at the conclusion of the project. Eleven women, who were beneficiaries of the projects supported by Reach for Change, participated in these focus groups. The findings were highly encouraging, as all the participants (100%) reported feeling more inspired about their future and more empowered to pursue a career in business/social entrepreneurship. Importantly, they expressed an increased awareness of the available career paths in these fields.

HOW WE MEASURE IMPACT

We have a comprehensive theory of change (see pages 10-11 for more details) in line with our 2030 strategy that shows what we intend to achieve in the short, intermediate, and long term in our standard programs. We track our progress and measure results on continuous basis.

The overall result measurement framework focuses on:

1 / CHANGES AT INDIVIDUAL LEVEL

Knowledge, skill, mindset, idea generation.

2 / IDEATION AND LAUNCHING OF PRODUCTS

Development of minimum viable product, launching of business or activity, business registration.

3 / ORGANIZATIONAL GROWTH AND CAPABILITIES

Revenue, job creation, geographic footprint (scope), delivery of products and services at significant scale for beneficiaries, organizational capabilities towards sustainable growth, effective solution, financial sustainability, team, leadership and operation, having tested strategy to scale.

4 / ECOSYSTEM DEVELOPMENT

Results/changes towards creating a sustainable supportive environment for social enterprises (awareness, networking, capabilities of actors, collaboration, access to information and services, supportive policy and regulatory changes).

To understand our progress and achievements we collect data through qualitative and quantitative methods:

OUTPUTS: Number of people or stakeholders who participated in or benefited from our programs and activities (direct). Number of people reached by our program participants (indirect).

OUTCOMES: changes that occur at individual or organizational level due to our program.

IMPACT: Long-term results we contributed to organizational growth, changes in the lives of children and youth, women, or the planet due to support provided by our program participants

QUALITY OF PROGRAM: to check the relevance or quality of our programs to our beneficiaries we measure satisfaction of our program participants, the relevance of the support they received with their need and receive their feedback on continuous basis.

The other great step we have taken in the area of Impact Measurement and Management (IMM) is, we managed to set indicators to measure immediate, intermediate and long-term results based on the nature of our standard programs. This enables us to integrate relevant indicators for our projects starting from the design stage.

To ensure that the IMM process is integrated into all our projects we set essential standards that cover the project lifecycle. The standards are:

- **Results/outcomes and indicators**
Each project needs to have clearly defined results/outcomes in line with our global theory of change
- **Resource**
Each project needs to allocate sufficient resources to implement impact measurement and management activities
- **Impact Measurement Plan and tools**
Projects and programs are covered by an IMM Plan
- **Baseline**
Projects need to set baseline data for all their relevant indicators (to compare results at the end of the project)
- **Monitoring**
Projects need to track their progress through routine monitoring, update their data set on regular basis, capture learnings, and make adjustments during implementation
- **Evaluation**
Projects need to conduct evaluation to assess the results at our direct and indirect beneficiaries / people served by our program participants
- **Learning, adaptation, and collaboration**
Evidence generated through IMM system needs to be shared internally for continuous improvement and strategic decision purposes, shared externally as part of our ecosystem development



WHAT DID IT COST

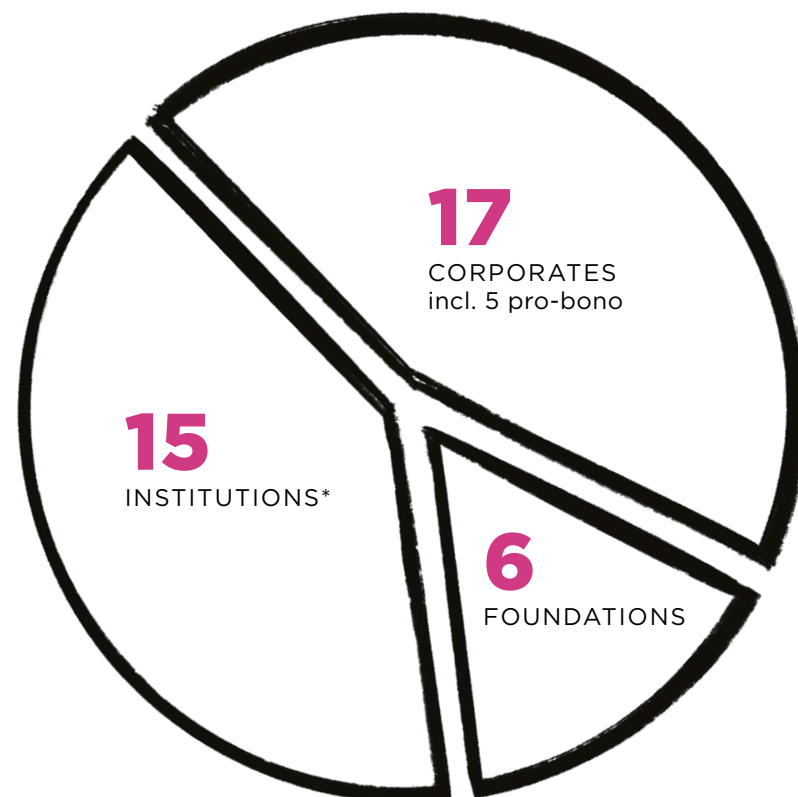


Non-financial resources

38 Partners

51 Employees

Type of partner organization



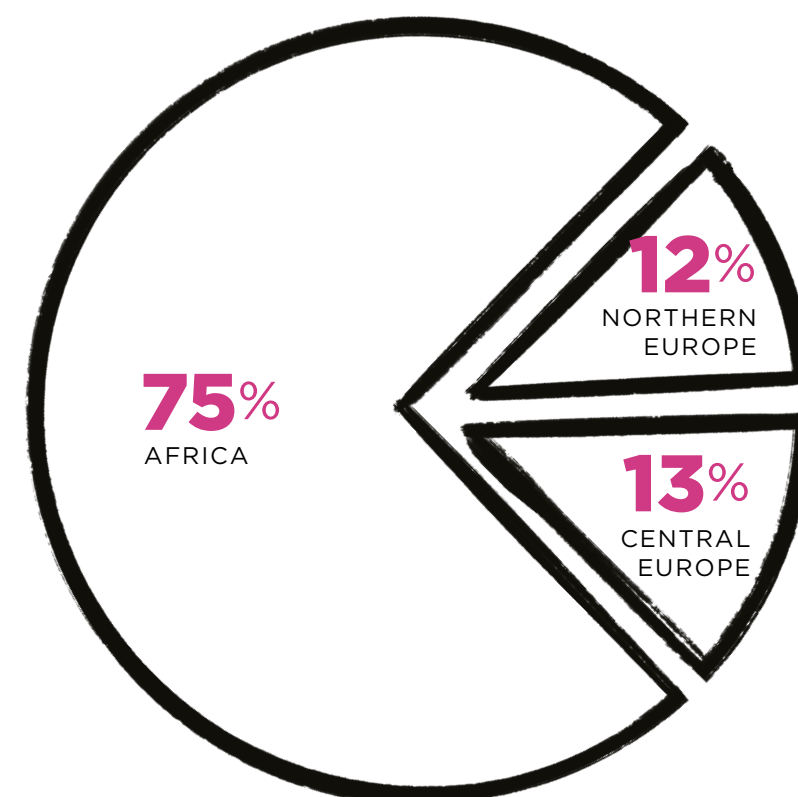
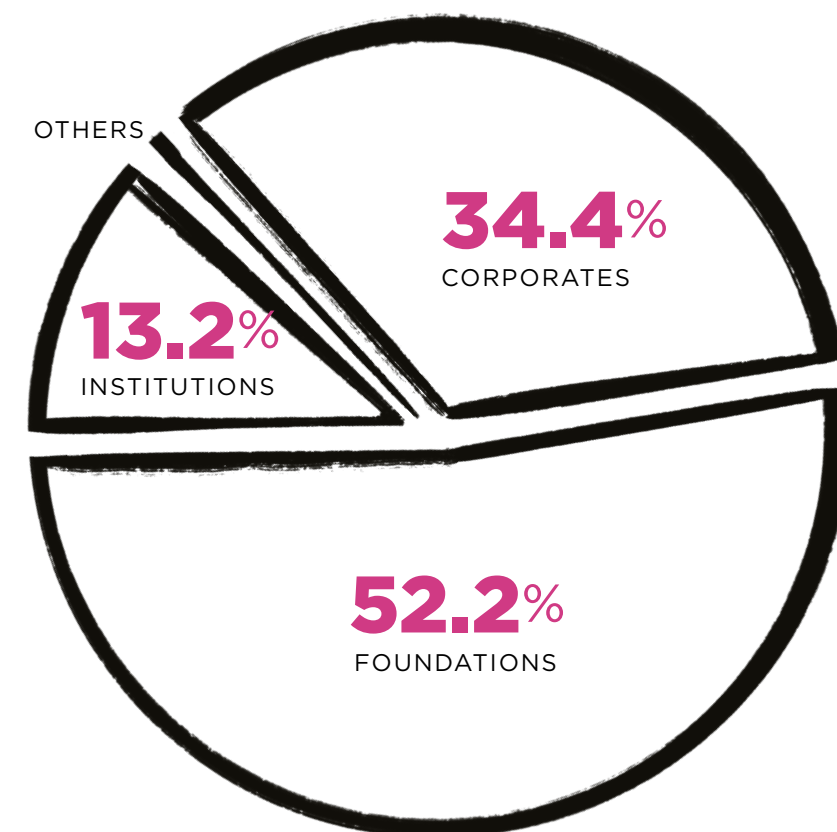
* several institutions funded more than one project, but still only counted as one (1), e.g. EU, GIZ, Vinnova and WB

Financial resources

In 2022, we invested around **3.5M USD**⁹.

⁹ exchange rate SEK to USD per December 31st = 0.09576

Revenues split by source of income



Investment per region

Financial statement

AMOUNTS IN MSEK*	2018	2019	2020	2021	2022
Revenues	55,0	48,3	40,1	36,4	35,8
External operating expenses	-30,2	-23,2	-17,2	-16,5	-14,5
Personnel costs	-24,3	-24,6	-22,3	-20,5	-22,5
Depreciation	0,0	0,0	0,0	0,0	0,0
Operating result	0,5	0,4	0,6	-0,6	-1,2
Interest income	0,1	0,0	0,0	0,1	0,2
Interest expense and other financial expense	0,0	0,0	0,3	0,0	0,0
Result after financial income & expenses	0,6	0,4	0,3	-0,6	-1,1
Tax expense for the period	-0,1	-0,1	-0,05	0,00	0,00
Result for the period	0,5	0,3	0,3	-0,6	-1,1



	AMOUNTS IN MSEK	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022
ASSETS	FIXED ASSETS					
	Intangible fixed assets	0,0	0,0	0,0	0,0	0,0
	Tangible fixed assets	0,0	0,0	0,0	0,0	0,6
	Total fixed assets	0,0	0,0	0,0	0,0	0,6
	CURRENT ASSETS					
	Accounts receivable	10,2	0,8	0,9	0,1	0,5
	Other current receivables	2,1	3,4	1,4	0,8	1,5
	Prepaid expenses	0,3	0,3	0,3	0,3	0,3
	Cash and bank	25,3	25,2	17,7	12,9	7,6
	Total current assets	37,9	29,7	20,4	14,1	9,9
	Total assets	38,0	29,7	20,4	14,1	10,5
EQUITY AND LIABILITY	EQUITY					
	Foundation funds	4,9	5,1	7,3	7,3	6,7
	Result for the period	0,9	0,3	0,3	-0,6	-1,1
	Total equity	5,8	5,4	7,6	6,7	5,7
	CURRENT LIABILITIES					
	Accounts payables	2,9	4,1	0,3	0,3	0,5
	Tax liability	0,9	0,9	0,9	0,9	-2,1
	Other current liabilities	2,5	2,7	1,5	0,0	0,3
	Accrued expenses and deferred income	25,9	16,6	10,0	6,1	6,2
	Total current liabilities	32,3	24,2	12,7	7,3	4,9
	Total Equity & Liabilities	38,0	29,7	20,4	14,1	10,5

