



Reach
for Change



SOCIAL IMPACT REPORT 2013

1,078,853

Children's lives touched in 2013



789 145
Bismark, 13 years old,
Ghana



"We do not have anybody better than anyone. We are all family."

In one of the Accra slums, boys and girls have formed a family on a basketball court. They play basketball and do homework together.

57 510
Sergey, 4 years old,
Russia



"Hi. See cow."

Usually Sergey is mute and withdrawn in his bed after months in the hospital. But after playing with Natalya the clown, he slowly comes back to life and starts speaking.



918 901
Adriana, 16 years old,
Sweden



"My sister is deaf, so I try to always learn new signs and develop my sign language."

Using the online platform spreadthesign.org, Adriana and her sister can communicate more freely - with each other and with other deaf communities across the world.



They are not just a number. They are people!

One million children. One million individuals with dreams and fears, hopes and struggles, supported by Reach for Change through our Change Leaders in 2013.

From context to results to impact

How do we know that we actually touched over 1 000 000 lives? It's not by counting heads. We keep track of our input and investment, measure their results, and understand our impact within the context of sustainability for each case.

Reach for Change – a Kinnevik foundation

Reach for Change is a non-profit organization founded by the Kinnevik group and Sara Damber to improve the lives of children and youth.

Nine countries, three continents

We strive to understand what situations children face within each market, which is essential for describing our performance.

This is our Social Impact Report

In your hands, you have our Social Impact Report. On our website, you can also find our GRI report, prepared in accordance to the core option of GRI G4 (Global Reporting Initiative).

Dear Stakeholder, share your opinion

Stakeholder dialogues are at the heart of the entire reporting process as well. You are welcome to read the report and share your comments on reachforchange.org/impact.



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”Reach for Change – the soul of the Kinnevik group”

During 2013, its fourth year of operation, Reach for Change has touched and improved the lives of over one million children in nine countries. By transferring our strengths to the social arena, canvassing entrepreneurship and innovation, challenging perceived limitations, and scaling inspired ideas, Reach for Change embodies the soul of the Kinnevik group.



Cristina Stenbeck

CRISTINA STENBECK
CHAIR, REACH FOR
CHANGE

WE HAVE A DUAL mission of improving the lives of children and supporting the local and regional business objectives of the Kinnevik group. Drawing on the UN Convention of the Rights of the Child, Reach for Change supports social entrepreneurs so that we can jointly have a positive impact on local communities in our markets. We believe that social entrepreneurs are valuable catalysts who can help address social challenges innovatively, and that the highest impact can be achieved through early-stage investments. We go beyond the ordinary corporate responsibility effort – we do not just donate money. Rather, we strive to actively grow social ventures, thereby ensuring sustainability and creating value for all our stakeholders.

It is also in our DNA to constantly evolve as thought leaders. We recognize we can always do better. Key learnings from 2013 will help us improve, and in 2014, we will develop our programs by focusing on selected investment themes while ensuring portfolio balance. We will also work more closely with our corporate partners, both regional and national ones, and with our external stakeholders such as national governments, so as to strengthen relationships that we hold close on all levels.

In 2013, our revenues and costs grew by 53 percent, while the number of social entrepreneurs in our programs surged from 23 to 39 (a 70 percent growth). The expansion of our work will continue, in terms of turnover, markets, and the number of investments. In 2014, we will add eight countries,

mostly in collaboration with MTG, and nearly double the number of investments we make in social entrepreneurs. Long term, we will continue to grow in the footsteps of the Kinnevik group companies, while in 2014, Reach for Change will even lead the group into new frontiers.

Alongside the development of our programs, we decided last year to focus on impact assessment. The first result of this effort is in your hands right now. Of greatest importance to our stakeholders is the impact we have on children, and that is our focus when we measure our activities. We will continue our work in the coming years – conducting impact assessments, developing the most efficient programs, and creating value for all our stakeholders, first and foremost the children.

I would like to thank the Board of Reach for Change. It is rare to work with such a committed group of focused commercial partners like the CEO of Kinnevik, Mia Brunell Livfors, the CEO of MTG, Jørgen Madsen, the CEO of Tele2, Mats Granryd, and the CEO of Millicom, Hans-Holger Albrecht. I am pleased to welcome Rachel Samrén to the Board as a new director with deep local knowledge of our core growth markets. Rachel acts as a change agent each time she spends time in Africa, Latin America, Central and Eastern Europe, and Russia. Local connectivity is fundamental to our successful execution, and all of our directors ensure that Reach for Change, like the Kinnevik group, is embedded in our local markets.

As of February 1, 2014, Mia Brunell Livfors will assume the Chairmanship of Reach for Change. Rachel Samrén will become Deputy Chairman, and I will remain a Board director actively supporting the strategy of Reach for Change.

Finally, I would like to extend our deepest thanks to Sara Damber and Jacob Stedman for their tireless commitment to the Reach for Change cause. I am sure Reach for Change will endure the test of time and continue to create sustainable change in the lives of the entrepreneurs and young generations in the Kinnevik group markets.



“We are entrepreneurs for children”

Entrepreneurs for children. This is what we are. Reach for Change invests in social entrepreneurs – in their ideas and their leadership – to see them change the trajectory of the lives of the children they support. We also engage the business entrepreneurs of the Kinnevik group to use some of their exceptional skills to grow these social ventures for children.

I CREATED REACH FOR CHANGE, not only with the spirit and the DNA of the Kinnevik group, but also by using my own experience as a social entrepreneur and change agent for children.

The Reach for Change investment strategy is to focus our support on the first three years of the social entrepreneurs, when everything comes together. And looking back, our history also follows the pattern of the entrepreneurial organization. The first three years from our launch in 2010 were a string of first experiences. My small team and I were never in the office, always out, digging, running, trying, failing, learning, and building.

Continued entrepreneurial growth

In our fourth year, in 2013, we hit a kind of organizational puberty. This past year, we focused on development, program improvement, internal structures, strategy, and evolving partnerships into more mature relationships. However, this phase is no less expansive.

We have doubled our team, with a focus on presence in our new markets. I am proud and very grateful looking at the great team we have become today, with expertise, drive, and commitment beyond my expectations.

We have noticed a surge in interest from external stakeholders – from academia, press, and the public. We also continue our entrepreneurial expansion into new markets. In 2013, we selected our first social entrepreneurs in Senegal, Chad, and Kazakhstan. This year also marked the beginning of a big collaboration with MTG, in which we will start operations in eight new markets in Europe.

A time of urgency

Some of our markets are very difficult to operate in. War, corruption, and political instability makes us, as well as everyone in the country, vulnerable, and we must work hard to navigate and mitigate the risks. But we still choose to continue our work in DRC and Kazakhstan. We choose to be brave. To try. To be there to create change for children.

We are living in a time of urgency. Children are facing inhumane conditions in different ways in all of our markets. Children are being abused and neglected, put at risk, and violated. We need to act.

Therefore, it is with great pride I stand among our Change Leaders, together with our partners and our friends. Together we have touched the lives of one million children in nine countries on three continents. Think about this million. One million individuals with dreams and fears, hopes and struggles. Every single child counts, and knowing the reach of our work warms my heart.

And how do we know that their lives have been affected in a positive way? We talk to them. As our number one stakeholder, we hold broad stakeholder dialogues with children on all our markets. This means children of rural Chad, of Siberia, of Sweden; children from capitals and countrysides; pupils, homeless, sport enthusiasts, chess wizards, activists, and fashionistas. Over 5000 children have shared their expertise in identifying the most pressing issues facing children.

“We were in school but we did not have any support, that is why we became what we are now. People call us Children of the Street. We do not want to hear that. When does the street have a child? It seems that the state is proud to see us being abused, and all the time the police bother us.” Says a 14-year old homeless girl in Chad, and I am at awe at her insight, which is both political and individual.

We have, with the combined knowledge of our stakeholders, great insight of our markets. We know the gaps and opportunities, and the need for social innovation. We know where to put our investments.

And as a 16-year old boy in Chad says: “Companies and corporations can provide a better life for children.” This is so true. Let’s do it!



SARA DAMBER
CO-FOUNDER AND
SOCIAL ENTREPRENEUR
REACH FOR CHANGE

2013: The Year

The Reach for Change year always starts with Search and Selection. The rest of the year is focused on scaling these top ideas.

Significant for 2013 is the consolidation of programs in our nine markets, renewing partnerships and implementing a new wave of expansion in 2014.

Expanding team

#9: SEP Deputy CEO & COO
Jacob Stedman, a business leader with focus on technology and society, joins the Reach for Change team. He is the first of ten new team members, mostly local staff, to join Reach for Change as the organization expands in the fall of 2013.



Metro Photo Challenge
#10: SEP Metro Photo Challenge kicks off. Thousands of pictures were submitted from people competing for the prize: a trip to one of Reach for Change's program countries to meet Change Leaders.



Winner of the children's vote!

#11: OCT Change Leader James Kofi Annan receives the World's Children's Prize after 2.2 million children all over the world took a vote. He received the prize from the Crown Princess Victoria of Sweden.

Ashoka Fellow

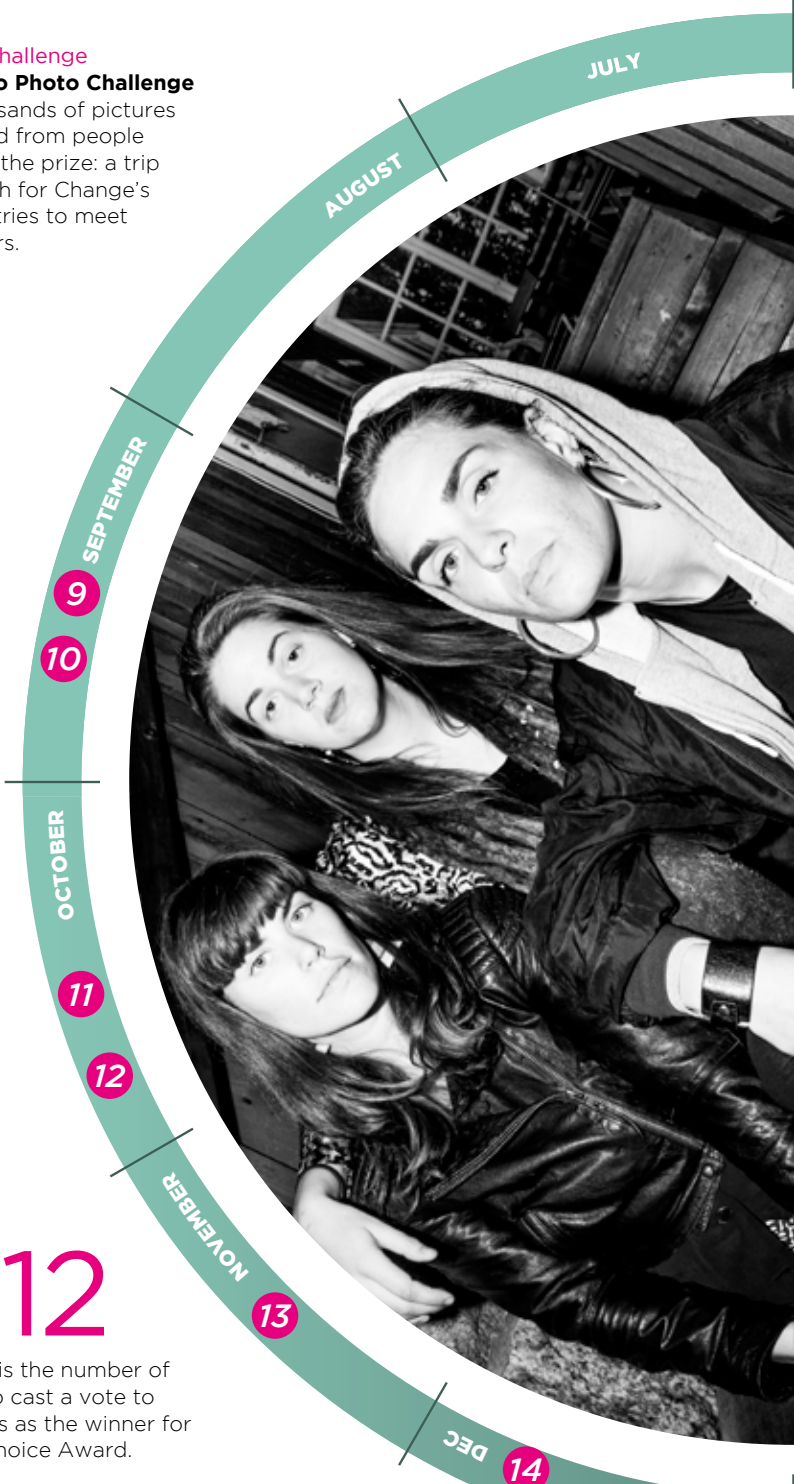
#12: OCT Change Leader Dennis Lennartsson envisions a world in which multiple sign languages are accessible to a larger number of users globally. In October, he joined the ranks of senior social entrepreneurs as an Ashoka Fellow.

"I am happy to see a private sector company like Tigo make such a commitment to work for the future of Chad and improve the lives of children."

#13 NOV: Mme Baiwong Djibergui Amame Rosine, Chad Minister of Social Action and Family Affairs, at the launch press conference for Tigo/Reach for Change, 2013

6 212

#14 DEC: This is the number of Ghanaians who cast a vote to select IT4Teens as the winner for the People's Choice Award.



2013 →

Breaking Barriers

#8: JUNE Barrier Breaking session is held in Accra, where Change Leaders and senior managers from our partners in the business sector came together to tackle the big strategic challenges facing our Change Leaders.

Reorganizing the Russian program

#5: APRIL Reach for Change's main partner in Russia, Tele2, was sold. Tele2 generously decided to globally support the existing entrepreneurs in our program, but it had to revise the plans to select new entrepreneurs. Nevertheless, the work in Russia continues.



#4: MARCH Welcome CDON Group! CDON Group is finally announced as a new partner. This was celebrated at the CDON Group Awards.

8

7

JUNE

6

MAY

ENOUGH!



#6: MAY The Change Leader Ida Östensson in Sweden starts a campaign against sexual violence that echoes over Sweden. It mobilized thousands of activists, opinion leaders, and decision makers, men and women, to change a weak legislation and practice of mild sentences for rape in Sweden.

5

APRIL



9 YEAR-OLD LIFESAVER

#3: FEB "I used my skills, kept mouth closed, and swam to the bottom. I didn't have to come up for air," says Lua Casely Hayford, the 9 year-old from Ghana, after she had saved a 6 year-old from drowning at a pool party. This was just a month after she had completed her Bronze Junior Lifesavers certificate with the Change Leaders at the Felix Fitness Foundation.

"I've never drawn this world before. But today I saw it. When will you come again?"

#2: JAN Maxim, 6 years old, is blind and lives in Siberia in a home for children with disorders. Change Leader Natalya Shimina, a hospital clown, sat down with him and together they drew a huge truck of chocolates and a train carrying bubble gums.

Staying local

#7: JUNE The key to the success of the Reach for Change program is our local presence everywhere we operate. The support given to each social entrepreneur builds on a foundation of a strong national network in the business sector and professional staff applying the Reach for Change values to each country.

In June, the Reach for Change Africa team came together with the entire Corporate Responsibility team of Tigo Africa to strengthen the common vision and make plans for the upcoming support activities.

4

MARCH

Tech innovation saving babies

#1: JAN Change Leader Peter Kwarteng is selected in Ghana. He invented the Neonatal Network Support System, a mobile-based network to connect medical personnel in remote corners of Ghana with specialist advice to save the lives of newborns.



3

FEBRUARY

2

1

JANUARY

2014 →

2013: The World

Reach for Change operated in nine countries in 2013 – with an even larger footprint if we considered the reach of our Change Leaders. Also in 2013, we initiated new programs together with MTG and Bayport, and begun preparations to launch our work in eight new countries in 2014.

44%

of the children in Senegal listen to music on mobile phones



Announcing the new Change Leaders in Russia was done in style – in an online, translated press conference telecasted to 200 journalists all over the country. Using a web-platform, the participants could send questions and participate in discussions.

Start-up Lithuania

The initial work on each market is a great opportunity for mutual learning – our local partner share their in-depth knowledge about the country and we bring to the table the most pressing issues facing children and society. In Lithuania, this was executed successfully in a roundtable with high-level key stakeholders from both civil society and government.

“Making jewelry calms me and stops me from thinking about things that worry me.”

Sasha, 17 years old, became an orphan at 15, and shortly after, became a mother herself. Jewelry Girls is a safe haven for her in a world where she is at risk of trafficking.



Nouba, 1 year old, was sick and suffering from malnutrition. Nouba was pale and anemic, and had lost a lot of weight. But the nutrition supplement, made with a locally-produced cereal, got him playing again.



GAME CHANGERS

Bulgaria, Czech Republic, Ukraine, Denmark, Norway, Estonia, Latvia, Lithuania, Sweden, Russia, Tanzania, Ghana

Reach for Change and MTG initiate a global collaboration called "Game Changers," which will be implemented in twelve countries in 2014.

The Tour of Change

To reach outside the larger cities, Reach for Change Sweden arranged a Tour of Change to nine smaller cities all around the country. Together with Ashoka, we met with local activists and social entrepreneurs to invite them to join our movement.

Sweden

Building CSR in Kazakhstan

Reach for Change initiated the national working group to create a Kazakhstan Social Businesses Charter, together with the Mayor's office in Almaty and Tele2.



"My dream is just to work."

Ingrid, 16 years old, is one of the million children supported. She can go to class for the first time in her life, and she really likes it. She has even set a new goal for herself – a job when she is older.

"They don't only teach us football, they also teach us how to interact with society."

Eric, 15 years old, says about the Dream Team Soccer Academy

74%

of the children in Democratic Republic of Congo believe companies can contribute to a better world



Stakeholder Value

Win-win-win. That is our goal. And the only way to get there is understanding, working for, and working with our stakeholders.

A **STAKEHOLDER** is anyone who is affected by Reach for Change or who can have impact on us. For example, they are our business partners within the Kinnevik group of companies, the social entrepreneurs we invest in, and the children participating in the social entrepreneurs' programs.

To effectively create value to such a wide range of stakeholders, we need to engage with them constantly and involve them in all steps of the value creation process. The levels and methods of engagement differ between the stakeholder groups but the aim is always to learn, develop, and make sure that we act in accordance with our stated mission.

We improve the lives of children by applying the strength of the Kinnevik group to our Change Leaders - our social entrepreneurs. We provide funding, expertise from the sharpest business minds within the Kinnevik group, networking, and new relationships. In return, Reach for Change broadens the value

the Kinnevik companies contribute to markets and boost the five aspects of the companies' performance: government relations, investor relations, brand sentiments, employer branding, and content for storytelling.

Our success - as well as the success of every purpose-driven organization - depends on how we manage to align the interests of our stakeholders. We will not be sustainable if value creation for one stakeholder comes at the expense of another. Luckily, our experience so far is the opposite: in most cases, benefits for one stakeholder spills over on others. The impact generated by a social entrepreneur strengthens the brand of our local partners. When we involve children in selecting Change Leaders, we improve the quality of the process and empower the children. When we let our partners' co-workers coach and mentor Change Leaders, we develop the entrepreneurs and inspire the employees. We are all in this together.

“For Kinnevik, this means giving back to society in something we connect to in our daily lives - children.”

Mia Brunell Livfors,
Partner/Board member

Child:
Tara Botani, 16 years old, interview panel, Sweden

“Being in the interview panel was the best feeling ever! I was a part of selecting the new Change Leaders in Sweden and I got to see so many people bringing the greatest ideas. It was fun to meet all those new people and get the chance to make important decisions.”



“Every day we get a receipt that we are making a difference, big or small.”

Catharina Richter, Change Leader

Change Leader:
**Catharina Richter,
Randiga huset, Sweden**

“The numbers of children we support have increased with a pace beyond our wildest dream. Thanks to the Reach for Change program. Every day we get a receipt that we are making a difference, big or small.”





Partner/Board member:

Mia Brunell Livfors, CEO Kinnevik

“Kinnevik has always worked with entrepreneurs. So in entering the social arena, it was an obvious choice to engage Sweden’s leading social entrepreneur, Sara Damber. Following her vision we created an opportunity for us as founders to give back to society. For the co-workers of the Kinnevik group to contribute to community development. For the clients and customers to engage with the most inspiring social entrepreneurs of their countries.

We use the strength of our corporate group, which is scaling innovative ideas into sustainable ventures, to create a better world for children. For me personally, it is inspiring to be a part of the journey of Reach for Change. And for Kinnevik, it means giving back to society in something we connect to in our daily lives – children.”



Advisor:

**Justice Boahen
Managing Director, CFC, Ghana**

“Being an Advisor has given me the opportunity to give back to society. As a person with very busy daily schedules, it has been my desire to make a contribution improve the well-being of the less privileged in society but it is very hard to find the time and way to do this. Being an Advisor to Change Leader Peter Ndonwie’s PAORP-WV organization has helped me to appreciate better the context of those people who apply for our support. Without this perspective I may not fully understand the situation many of these people find themselves in and this has helped influence areas to focus on in our CSR Strategy. Many of the clients of CFC are teachers so that’s also why it is important to focus on improving children’s education.

In addition to mentoring Peter I have visited his work many times in the northern regions of Ghana to follow new developments like most recently the new vocational school in Bolga. I’ve also had the opportunity to be advising parents in the communities in which Peter works, to help them see that there are non-financial ways to support their children, for example by supervising them doing their homework and being involved in that way.”



“It makes my life full of meaning and joy.”

Evgenia Telitsyna, Co-worker



Co-worker:

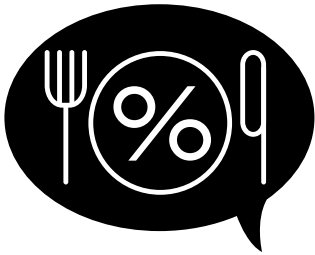
**Evgenia Telitsyna,
Program Manager Russia, Reach for Change**

“The best part about working at Reach for Change is the unique opportunity to see how social entrepreneurs develop through the programs and how they implement new knowledge into their work. When I travel I see that our Change Leaders have the same passion all over the world. It makes my life full of meaning and joy.”



Children first and last

Reach for Change have a mission to improve children's lives. We are proud of the results and performance of 2013, having touched the lives of over one million children. However, to fully understand what we have accomplished, and even more importantly, what we have left to do, we need to put our achievements in a context. Our vision of a better world for children makes children's rights and their well-being our primary context for sustainability.



In 2013, Reach for Change conducted a cross-African survey to learn from children and young people in our markets. The Children's Voices survey was funded by the Swedish International Development Cooperation Agency, SIDA.

To understand our context, our materiality, and our contribution to society, we need to talk to our stakeholders. In 2013 we intensified and systemized our dialogues with children because specifically as a group, they have a hard time making their voices heard. Through this effort, we gained a deeper understanding of both our context and our impact.

Stakeholder engagement with children

Children are involved in all steps of our value creation process. First, they help us define our material issues and improve our strategy. Then, they become a part of the operational decision process. For example, they help us in our Search and Selection program. Finally, we invite them to help evaluate the effectiveness of our program. As part of the evidence-based qualitative method, their stories help verify our impact. This gives us a well-informed point of departure to repeat the process.

Although Reach for Change is originally a Swedish organization, the key to our success is to always act locally. We have local corporate partners and staff. We invest in local social entrepreneurs. We act to change the lives and conditions for children in a world where they face difficulties everywhere. But the practical differences between growing up in Stockholm, Sweden and Abeche, Chad are huge. This is why we always talk directly to children in all of our markets.

Focus on Africa

In 2013, we made a special effort to engage with children in our African markets. We see a pressing need for such engagement since it is rarely (if ever) done. There is also an urgent need to counter prejudices, move away from simplified discourses about "children in Africa," and increase the understanding of the

complex situation. This is crucial for feeling true empathy and making a real commitment to global development.

Half a billion children live in Africa. That means that there are half a billion ways to experience childhood, to dream of the future, and to worry about the things that don't work well enough in our world today. 80 million children live in the countries where Reach for Change operates - Chad, DRC, Ghana, Rwanda, Tanzania, and Senegal.

In our survey, we asked 5,400 of them about their lives. The respondents of our survey come from five countries, in different parts of Africa. They live in rural areas, in cities, on the street, and in nice houses. They have different backgrounds and individual truths about what it is like to grow up in Africa. They have more answers than we have questions, and every one of them is just as unique as you and me. However, all the children in Africa have two things in common: they are not allowed to vote and they are protected by the UN Convention on the Rights of the Child.

The survey increases our understanding of the gaps between children's rights and reality, and it gives us the opportunity to act more effectively in accordance to our stated mission. But this is only the first step. To know that change is being made, we have to go further.

Most Significant Change

During the year, we implemented the Most Significant Change Technique, a systemized way to collect stories from children to verify our impact and develop our program effectiveness. The method gives us rich information and a vivid picture of the everyday lives of individual children. These life stories describe what actually changed through the program. By analyzing them in a systematic way and involving people on different levels in our organization, we are able to reflect on the kind of changes that are valued internally. This is an important contribution to our program development as well as a powerful tool to learn about our Change Leaders and their target groups.

5400 | CHILDREN FROM FIVE COUNTRIES CONTRIBUTED TO "CHILDREN'S VOICES"

On top of this, children participated in focus groups in all of our markets.

Local solutions within six themes

Change Leaders build their operation around a problem they have identified in a local context, but the solutions they present are needed in other places as well. With the support of Reach for Change, the Change Leaders scale their social innovations, spreading them to all regions, countries, and continents where they are demanded - just as commercial innovations would. In this way, we impact children in both local and global communities. To focus our investments, we identified six themes. Every Change Leader in our incubator works within one of these areas.

Health and Development

Each child has the right to life and live a healthy life, developing both their body and mind, and this includes access to health care. Children should receive information that they could use to keep themselves safe and prevent accidents. Every child should be able to grow up with their family, in an atmosphere of happiness, love, and understanding. This is Reach for Change's largest investment theme. In 2013, twelve Change Leaders worked to support the health and development of 609,000 children.

Education

All children should have the right to go to school for free and be encouraged to reach the highest levels of education. Each child's dignity should be respected in all aspects of education, and children should be encouraged to respect others. Education should develop each child's personality, talents, skills, and abilities to the fullest. In 2013, twelve Change Leaders supported 244,000 children with education. The support ranges from tutoring math online in Sweden to ensuring that children in rural Rwanda can do their homework with solar lights, so they will not inhale toxic kerosene.

Expression and Participation

Children should have the right to easily receive, access, and share information in a way they can understand. Children should have the right to form and express their own opinions. Children should have the right to participate in decisions that affect children and have their opinions considered by adults. In 2013, Reach for Change supported 151,000 children within this theme. One of the most promising Change Leaders that Reach for Change has invested in within this theme is Dennis Lennartsson of Sweden, who works to make sign language available to deaf children and their families across the world.

91%

of the children in Africa believe they will have a bright future. We are working every day to make it happen!

Economic Participation

Children, especially from marginalized groups, should be trained and supported to enter the labor market and be allowed to work in ways that respect and support, their rights, safety, development, and education. Children should receive information about work opportunities, work culture, and economic language and tools. Children should be considered as stakeholders of economic activities with an understanding of their potential and vulnerabilities. Change Leaders within this theme make deep impact, but they require larger resources to support each child. This means that this is a relatively small theme, supporting 1,200 children in 2013.

Child Protection

All children shall be protected from all forms of physical and mental violence, abuse, neglect, and exploitation - including sexual abuse. Children who have been neglected, abused, or exploited should get special help to recover physically and psychologically so that they could reintegrate into society. The investments made in this theme have a wide reach, from James Kofi Annan who saves and reintegrate child slaves in Ghana to Elena Timofeeva in Russia who works to prevent trafficking of young women in Russia. Reach for Change touched the lives of 32,000 children in our efforts to stop all forms of violence against children in 2013.

Social Inclusion

Each child has the right to feel included in society, to build and maintain a strong self-esteem, and to have their differences respected and valued. All children and their rights are to be respected. No child should be treated unfairly on any basis, no matter their race, or their family's race, color, sex, language, religion, opinion, ethnicity, social status, abilities, or any other factor. In 2013, Reach for Change supported 37,000 children in our efforts to create socially-inclusive communities.

On the following spreads, you will find three examples of the complex work that our social entrepreneurs do, from problem and context, to solution and impact.



Lasting impact on children and community

Change Leader James Kofi Annan tackles the worst forms of child labor - slavery - which is common in the Ghanaian fishing industry. One of the challenges he has with his operations is finding how to track, measure, and communicate the impact of his organization, Challenging Heights.

"I hardly slept at all. Every evening I hoped that there would be a storm, so I wouldn't have to go out on the lake."

Marbel, 15 years old, was forced to work in the fishing industry, and told her story at the World's Children's Prize, sometimes nicknamed the Nobel prize of Children, for which James was awarded in 2013.

Girls.

Slave girls are particularly vulnerable. Sometimes, they are sexually abused both by slave masters and by other child slaves. The post-traumatic treatment at the center is very important.

240
000

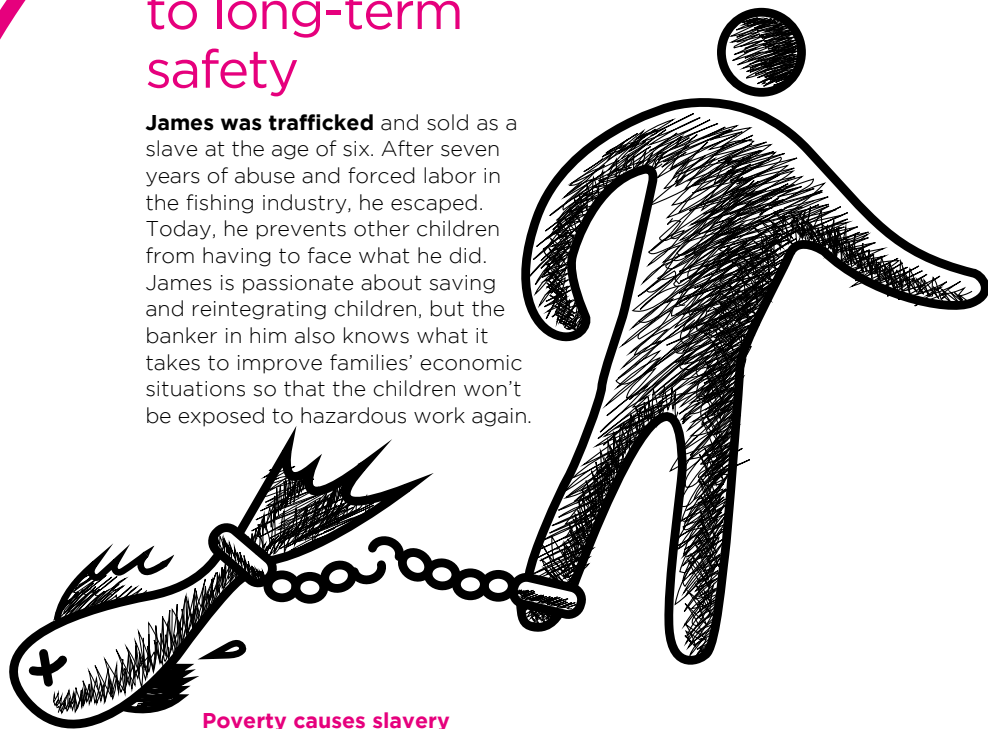
Child slaves

Over 1.3 million children are trapped in child labor in Ghana. Of them, 240,000 are forced into slavery work. (Ghana Statistical service, 2003)

The child slave who became a bank manager who became a child rights hero!

From Freeing the Slaves to long-term safety

James was trafficked and sold as a slave at the age of six. After seven years of abuse and forced labor in the fishing industry, he escaped. Today, he prevents other children from having to face what he did. James is passionate about saving and reintegrating children, but the banker in him also knows what it takes to improve families' economic situations so that the children won't be exposed to hazardous work again.



Poverty causes slavery

James believes that poverty causes slavery, and education combats poverty. Apart from liberating slave children, Challenging Heights runs a school for 700 pupils. They also offer micro-finance to poor mothers so they could support their families and not sell their children.

9%

9% or up to 1 million children in Ghana are reportedly not in school. (Source: 2008 Ghana Education Campaign Coalition)

The business development support that the Reach for Change program offers is important for both James and Challenging Heights in order to scale operations and reach more children.



“At long last we can go back to our mother!”

To pay for her husband’s funeral, Eric’s mother had to take a loan. When she could not pay the lender, he trafficked Eric and his brother, who were 6 and 8 years old at the time. When Challenging Heights found the two children, naked and very weak on a small fishing boat, it had been two years since they last saw their mother. Now they can go back.

Rescuing children is the first step in a long process towards ending slavery.



Rescue missions:

It saves younger children, liberates teenagers with Stockholm syndrome empathizing with their slave masters, and rescues children whom many suffers from diseases.

Reintegration:

Rescued children are brought to the rehabilitation shelter where they get counseling, medical care, and tutoring to ensure they are ready to reunite with their families and go to school.

Livelihood Program:

Families are provided training and seed capital to start a business so that they gain the financial means to care for their children.

Local community:

Challenging Heights mobilize communities to form Community Child Protection Committees that prevent the root causes of trafficking locally.

96

children reintegrated in 2013

The lives of the children are impacted throughout the chain of support programs. James has chosen to use “number of children reintegrated into their communities” as an **effect indicator**, measuring the success of the change process of the programs.

10000+

children rescued

Over the past 8 years, Challenging Heights has liberated over 1,000 enslaved children.

Scaling through business development

Local social entrepreneurs with unique insights about the children's well-being can, given the right support, scale their ideas fast. During 2013, Naomi Colin Kuseyo and her mother, Yvette Kuseyo, used the support from Reach for Change to increase their operations ten fold and take important steps toward changing the conditions for children in hospitals all over DRC.

Children in hospital

Children who get sick in DRC face many problems. Even if they get to a hospital, many aspects of their lives are neglected. Hospitalized children have their schooling disrupted. This is further complicated by the fact that poor children can become hostages at the hospital while they wait for their families to pay the medical bills, which extends their stay.

186

DRC ranking in Human Development Index (out of 186, shares last place with Niger)

37%

of the population in DRC is totally deprived of access to any form of health care.



Children in DRC don't go to school (Source: University of Ouagadougou, Burkina Faso)

1/4

Naomi Colin Kuseyo and Yvette Kuseyo

Naomi Colin Kuseyo and her mother, Yvette Kuseyo, have created classrooms in hospitals, giving children access to education, and a space where they could just be a child and not think about their sickness for a while.

Naomi spent much of her childhood in Kinshasa hospitals, and the two of them had to fight hard for her to receive an education. With Ecole du Coeur, they want to give all children in hospitals the opportunity they had to fight so hard to get, and they fight to put in place the legislation that protects the hospitalized children's right to an education.

A Country Impaired by Violence

The violence has significantly impaired the health care and education system. Enrollment rates in primary and secondary school remain low.

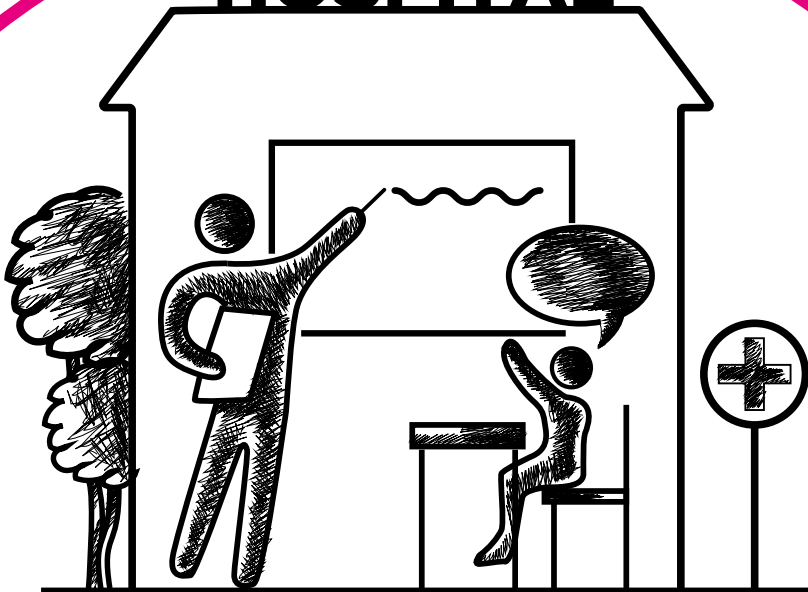


“Frère Jacques, frère Jacques.”

Kevin was five years old when he got sick and fell into a coma. He woke up after 6 months but could no longer speak. With Ecole du Coeur at his hospital, he came back singing, laughing, and playing.

In a global network Change Leaders can learn from each other and more effectively scale their solutions for children

HOSPITAL



Crucial business support

When they were selected, Naomi and Yvette had been working for four years, building a small organization. At the time putting schools within the hospitals was only an idea. In just one year, with coaching from the Reach for Change country manager and advice from the sharpest business minds at our local business partners, they have increased their operations ten fold and launched three schools. They focused their effort on creating a sustainable organization that changes the conditions for children in hospitals all over DRC.

Actions and results based on the Reach for Change support

- **Media attention**
 - Developed a clear, easy-to-understand, and compelling program
 - Resulted in new partners contacting them
- **Selling their program**
 - During a Change Leader Session, they learned about other NGOs selling a program directly to local governments
- **Developing program based on new expertise**
 - Created a TV program to specifically reach children who were sick and at home

3029

Children supported in 2013

5-Dimensional Scale

	2012	2013
Employees	2	12
Volunteers	0	9
Children	0	3 029
Hospitals	0	3
Turnover	0	\$32K USD

Shining a new light on education

In rural Rwanda, access to electricity is limited, and most children only have a kerosene lamp to provide them with the light they need to complete their homework. The children have to sit close to the lamp and inhale the fumes, which lead to severe health problems.

90%

of the families in Rwanda do not have access to electricity. (Rwanda in Figures, 2009, National Statistics)

CO – Carbon monoxide

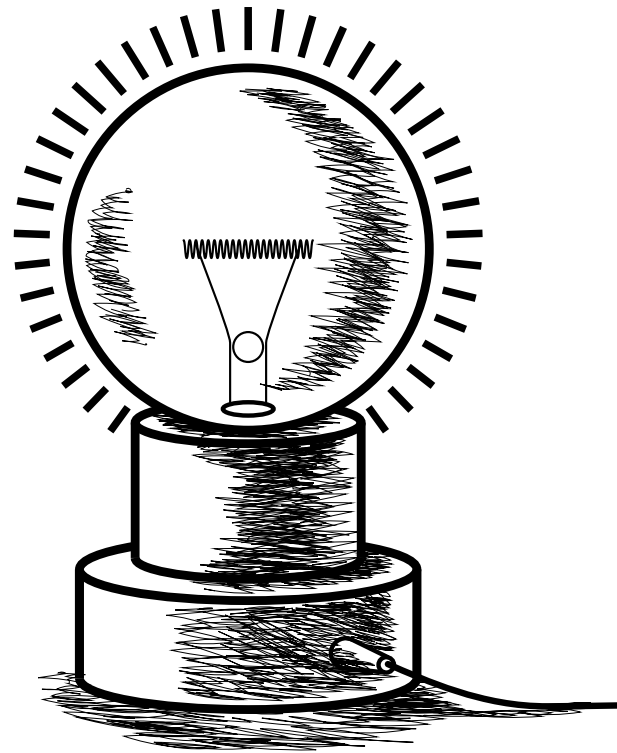
Carbon monoxide (CO) is an odorless, colorless, but toxic gas. It is produced when a fuel such as kerosene is burned. Exposure to CO reduces the blood's ability to carry oxygen.

Better health and school performance – two effects of the solar lamp

A Bright Idea

Jean Ntazinda, founder of Climate Concern, distributes low-cost solar-powered lights, and make them available in the rural and poorest areas of Rwanda. The initiative aims to replace kerosene lights with solar lights that get their power free from the sun – a clean, natural and cost-effective energy source available everywhere in Rwanda.

Vision: To fully replace kerosene lamps and their wide range of negative side effects with solar lighting systems in Rwanda and Great Lakes region before the year 2025.



69%

of the children in Rwanda are afraid of failing school. The children from rural communities are much more at risk of not being successful. This is clear from the performance of rural primary schools in the national exams.

Social business

Climate Concern is a social business. All profits are reinvested in the mission.

2000

lamps distributed 2013

5700

children have studied by the solar lamps in 2013

Activities

A supply chain of solar lights is established in two districts.
Goal: Distributing 450 solar lights per district.

Key output

Goal: 2700 children reading and doing homework using solar lights.

How to get a lamp

The solar-powered lights are available in a way that is actually cheaper than staying with kerosene. Solar lights are distributed in four ways to reach different target groups:

- 1) **Donated lights** that will be given to children as a reward for their studies.
- 2) **Cash sales** for families who can afford the selling price of the light.
- 3) **Micro-finance** for families who want a light but do not have immediate cash by using SACCO infrastructure.
- 4) **Rental** lights for families who can only afford \$0.50 per week.



Effect indicators

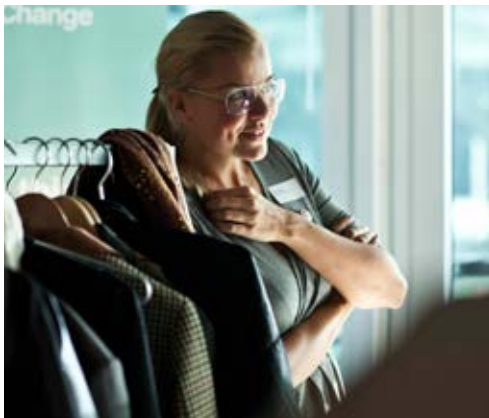
- Increase the number of children with passing rate in Primary Schools' National Exams by at least 15 percent, measured in selected schools per district
- Decrease the number of respiratory illness cases linked to indoor air pollution by at least 10 percent per health center per district

Outcome

All children freed from darkness and kerosene's dangerous smoke.

“With this light I study by reading my books because I would not have any reason of failing quizzes and exams when I have permanent light. I will do all I can to do something special for poor children when I become a big person. All children should live in a lighted home.”

Manirarora Etienne is a 16 year-old boy from Shyorongi, Rwanda. He has improved his school performance from 22nd to 2nd position in a class of 30 students since he got a solar light.



A day in the life of a social entrepreneur

Co-founder and social entrepreneur Sara Damber always had a vision of creating a global movement of change agents for children. Four years after starting Reach for Change – her second social enterprise – she has grown it into a global network of team members and followers, and it continues to gain momentum.

“I want to give all our stakeholders the possibility to understand and engage in our work.”

Situated in one of Stockholm’s first green buildings, Reach for Change shares an office with Metro International. Sara has walked through the wintery street of the Swedish capital, and has snowflakes in her hair as she arrives.

“The reason I get up every morning is to make a difference. This has always been true for me,” Sara says.

She continues: “One of the first trips I made representing Reach for Change have stayed with me. In Phnom Penh, Cambodia, I met the work of an extraordinary social entrepreneur, Somaly Mam. Under very dangerous circumstances, she saves girls who have been victims of trafficking. When I talked to one of the girls, she told me about her painful experience and feeling empowered by being a part of the solution.”

“That is when I knew I had to step up,” she

says. “I had to go outside of my comfort zone, out of the Swedish context. I just had to give everything I have to improve the children’s well-being globally.”

To Sara, who is a natural-born social entrepreneur with a never-fading passion for children’s rights, taking on such a huge challenge comes intuitively.

“Heart and guts are necessary, but you also need to be professional. I spend a lot of my time making sure we are acting efficiently and communicating clearly. I want to give all our stakeholders the possibility to understand and engage in our work.”

At the desk, she finds an e-mail in her inbox that makes her smile. It’s from a young man wondering if he could get free tickets to the game at the national arena on Saturday.

Sara doesn't have any tickets, but she did start Friends Foundation, which the Friends Arena is named after. This is where she started her path as a social entrepreneur, at age 19.

Today, 17 years later, Friends Foundation is the largest organization in Scandinavia fighting against bullying, and is the only international research center on the topic.

She also has experience working for Ministers at the Government of Sweden and knows the importance of public stakeholders.

"Government relations are crucial. This is especially true since we work in nine - and next year 17 - countries."

One of the key success factors for Reach for Change is being rooted in a local context. It works to support local staff, corporate partners, and social initiatives.

Next on the agenda is a meeting with Amma Lartey, Regional Director of Africa.

"We had a successful Barrier Breaking session," says Amma on Skype from Accra. "The the senior management team from our local partners expressed how impressed they were over the development of the Change Leaders, especially those in their third year," says Amma.

She also has good news about one of the recently selected entrepreneurs.

"Naomi and Yvette in DRC have scaled at an impressive pace. They now have a business model where they sell their education program, to hospitals all over DRC," Amma says with a smile.

"Great news!" Sara says. "Having local staff in place guarantees the quality of our program and I'm excited to hear that Change Leaders in DRC are scaling."

Half an hour later, Amma leaves the meeting with three action points. Healthy meeting structure is one of the valuable inheritances of working with a global corporate group.

As the morning transitions into the afternoon, Sara leaves to attend a meeting with the Childhood Foundation to talk about impact measurement.

"Talking to peers is an important part of every organization's development," says Sara.

This challenge is something all the philanthropic investors have in common: How do you make reporting and follow-up constructive and not a burden on the beneficiaries?

"From experience, I know how important it is to have a partner when you set your goals. When you have to report back to an investor, this can be really helpful. On the other hand, making the reporting and impact assessments into something constructive also takes a lot

out of the beneficiaries," says Sara.

Reach for Change uses a model inspired by the Theory of Change, a widely adopted approach to social change that allows people in operations to define the building blocks of social impact. From there, they can create a visual map of the steps required to fulfill a vision of social improvement called, Pathway of Change. This is a method for breaking down the huge commitment of the Change Leaders. This also allows Reach for Change to monitor their progress and calculate the aggregated impact.

"My team and I are working hard on measuring impact and how to prove the effect of our social initiatives," Sara says.

"The next big challenge is to learn more about how we can use all the data we collect to make good decisions. We are also interested in stepping up our effort to share our successes and setbacks with our peers and push the field forward."

Their knowledge on the impact and their communication of it, combined with their passion for children and brave actions, make up the fabric of Reach for Change - the organization, network, and movement that Sara has created.

"We are working hard on measuring impact and how to prove the effect of our social initiatives"

All about the stakeholders: Sara with Hayford Siaw, Kristina Malm Roempke, Petra Collén, Ida Östensson, Mike Ilunga Kazadi, Hans-Holger Albrecht, and Amma Lartey.





The heated discussions among the jury lead to the selection of the first three Kazakh Change Leaders. From the left: Ruslan Baknyshev, Azaliya Sadykova, Niklas Sorkin, Nastya Medinskaya, Pietari Kivikko, Valeriy Surikov, Mats Granryd, Anya Kutnyakova, and Alisa Igilmanova.

Kazakh Kid Council

On a December day in Almaty, the largest city in Kazakhstan, Nastya Medinskaya and seven other children came together to select the very first Change Leaders of Central Asia. Working side by side with global and regional executives, they had a long day and a tough decision to make.

"It was fantastic! We didn't expect such high level of thinking and inspiration," said Mats Granryd, CEO of Tele2.

Reach for Change always invites key stakeholders to the jury event, which upholds a thorough selection process designed to find the most promising early-stage social entrepreneurs creating a better world for children. This usually means inviting only high-level executives to the jury panel. But on this day, they were outnumbered by our number one stakeholder - the child.

Alisa and the other child jury members were focused and pragmatic. They asked the candidates questions that took them by surprise and put forward a complex, insightful perspective on social entrepreneurship. They clearly held their own in the discussion leading up to the final decision.

"I like making decisions, and it has been fun being on the jury," said Alisa Igilmanova as they were announcing the winners.

Involving stakeholders in decision-making

processes is always high priority for Reach for Change. Gathering children, Change Leaders, partners, experts from the field, local staff, we put a lot of effort into securing close dialogues and engagement. But still, Alisa and her peers exposed our own assumptions on the kind of decisions children can be involved in. With just a day on the jury panel, they pushed our processes to a new level.

Reach for Change Kazakhstan

Launch: 2013 **Change Leaders:** Aliya Arkharova, Turganzhan Kasymov, Alesya Nugayeva **Country manager:** Mekti Alizade **Jury:** Mats Granryd/Tele2, Niklas Sonkin/Tele2, Pietari Kivikko/Tele2, Alexey Kroll/Viasat, Artem Lysov/Viasat, Tatiana Burmistrova/Reach for Change, Alisa Igilmanova, Anya Kutnyakova, Sergey Kutnyakov, Azaliya Sadykova, Dasha Vdovtsera, Margulan Omirgaliyer, Nastya Medinskaya and Kuslan Baknyshev

Reach for Change Results 2013

In 2013, we supported one million children across the world. We share this success with our stakeholders – with the children themselves, Change Leaders, partners, co-workers, peers and friends – and the big question of this year have been: How do we know our impact?

Impact measurement has been a priority since the launch of Reach for Change in 2010, and we have gradually refined our methods for measuring our impact. In 2013, we decided to take our approaches, processes, and systems to the next level, and began a two-year development project to create our "impact, measurement 2.0". This investment has been financed through a generous grant from Stenbecks Stiftelse. It has been a year of learning, experimenting, and developing the technical infrastructure. In a year's time, we look forward to sharing our learnings, should they be helpful to other players and stakeholders who work with children's rights.

Focus on stakeholders and transparency

In the center of our impact method is the child's voice. It is through the child – our number one stakeholder – that we understand our context and the world we act within. It is through stories told by children that we identify the pressing issues we need to solve, which differ from market to market, it is also through these stories that we understand if the program is effective or not.

In 2014, one of our top priorities is improving our stakeholder relationships. We will pilot new methods of impact verification to be even more transparent around our impact.

We will continue our project on impact data where we sort, label, and analyze the information and results that our entrepreneurs continuously submit to us. We have developed a tool to support social entrepreneurs in our program, and in the long run, any social entrepreneur working to improve the lives of children. This tool will make our impact data more accessible.

Transparency is our key focus.

For us, it means three things:

- We need to be accessible. Our methods, programs, and definitions must be described clearly. It is important that our stakeholders feel confident that what we say and do is the same thing.
- Our information must be transparent.

Our data must be easy to get and easy to understand. All relevant effects and results need to be shown, whether they show positive or negative impact.

- We need to be responsive to the needs of our stakeholders. We need to be brave enough to change our operations if we find out that our actions are not leading to positive impact.

On the following pages, you will find highlights of our 2013 results. The full GRI report, which includes our research and methods, is published on our website. Please visit reachforchange.org/impact to learn more. You are also welcome to share your feedback on what our actions means for you, what creates value for you and where could we improve.



A handwritten signature in white ink that reads "Marlene Claesson".

MARLENE CLAESSION
PROGRAM DIRECTOR
AND IMPACT MANAGER

Sustainability objectives 2013

- ✓ Reduce environmental impact
- ✓ Anti-corruption management
- ✓ Employee engagement

Priorities 2014

- Structured approach to stakeholder management across countries
- Pilot new methods for impact verification
- Develop transparency in methods of measurement

Policy Commitment

The idea of Reach for Change comes from true passion for children’s rights. Our corporate partners and the social entrepreneurs we work with all share a commitment to the cause and a strong ambition to make a difference. This means that we have a huge responsibility to use our resources in the best way possible and to do all that we can to make our joint effort count – and to count it. We will keep track of our performance and develop our programs in line with stakeholder needs, which is in the key to our success.

What to report: understanding materiality

Reach for Change’s core operation is built on our relationships with stakeholders. The only way we can operate is to be highly involved with them. By interacting with our stakeholders, we have identified some material aspects: Impact on children, Effectiveness of program, Impact on society, Anticorruption practices, and Stakeholder engagement.

Since we are a corporate initiative with our partners’ CEOs on the Board, it is in our DNA to involve them.

Simultaneously, the social entrepreneurs participating in our program are the means through which Reach for Change creates impact in children’s lives. We have created a program structure within which Change Leaders enjoy a high level of involvement in all parts. Children, as our most important stakeholder, are a key element for our success. They play a central role in the definition of our programs – both by participating in research that provides us priceless information about our sustainability context and the pressing issues in our markets, and by being involved in operational decisions directly. (For an example, please see page 22.)

Stakeholder dialogues are ongoing

and highly prioritized at all times. In order to prepare our annual report and our GRI report we conducted structured surveys and interviews with our primary stakeholders.

Value Chain and Aspect Boundaries

Aspect Boundaries tell us where impact occur for each material aspect. The aspects are defined through stakeholder engagement. We gather how stakeholders are directly impacted by Reach for Change define, how each KPI relates to material aspects; and how the impact of each aspect occurs within and outside Reach for Change.

Measure impact on children

When we finished the Annual Impact Report for 2012, we had it reviewed by the Department of Children and Youth in Society at the University of Malmö, Sweden. They acknowledged and endorsed our ambition to include children’s own voices in our operations. Furthermore, they noted that the report generates one crucial question about the 600,000 children we reportedly supported in 2012: Have their lives improved?

This was not the first time we have been asked this question. The question,

“Were you actually able to affect children?” is mentioned in almost all of our stakeholder interaction. During 2013, Reach for Change has intensified the efforts to measure impact.

Reach for Change has a favorable point of departure since we are a young – and relatively small – organization that has had a strong ambition to measure impact right from the start. Our key strengths regarding impact measurement are:

- **Monitoring of investments.**

Reach for Change has developed a system technical platform and processes for monitoring of investments, which allows us to gather large amounts of information from the people we expect to deliver impact: the Change Leaders.

- **Dialogues with a wide set of stakeholders.**

Reach for Change is a corporate initiative with strong ties to the non-profit sector. This gives us the ability to apply a strong stakeholder perspective on everything we do, and provides us with the tools we need to maintain a dialogue with our number one stakeholder: the children.

There are a number of sector-wide challenges when it comes to impact measurement. By discussing the issues with our peers and using available frameworks such as GRI and the EVPA manual, we have identified and prioritized three challenges that we started to address during 2013. We still have a long way to go, but we are looking forward to working with them in 2014.

- **Transparency.** Since social change takes time, it is often necessary to wait several years before we try to measure its impact. This places high demands on transparency and structured storage of data. In 2013, we made a large efforts to gather and store data in a way that makes it accessible to our stakeholders. To be more transparent, we also made

Fig 1: In dialogue with our stakeholders, we have identified the most important aspects to follow up and monitor.

Material aspects (Stated as very important by stakeholders)	Business Partners	Change Leaders	Children	Employees
Impact on children	X	X	X	X
Effectiveness of programs	X	X	X	X
Impact on society	X	X	X	
Anticorruption practices	X			
Stakeholder engagement	X			

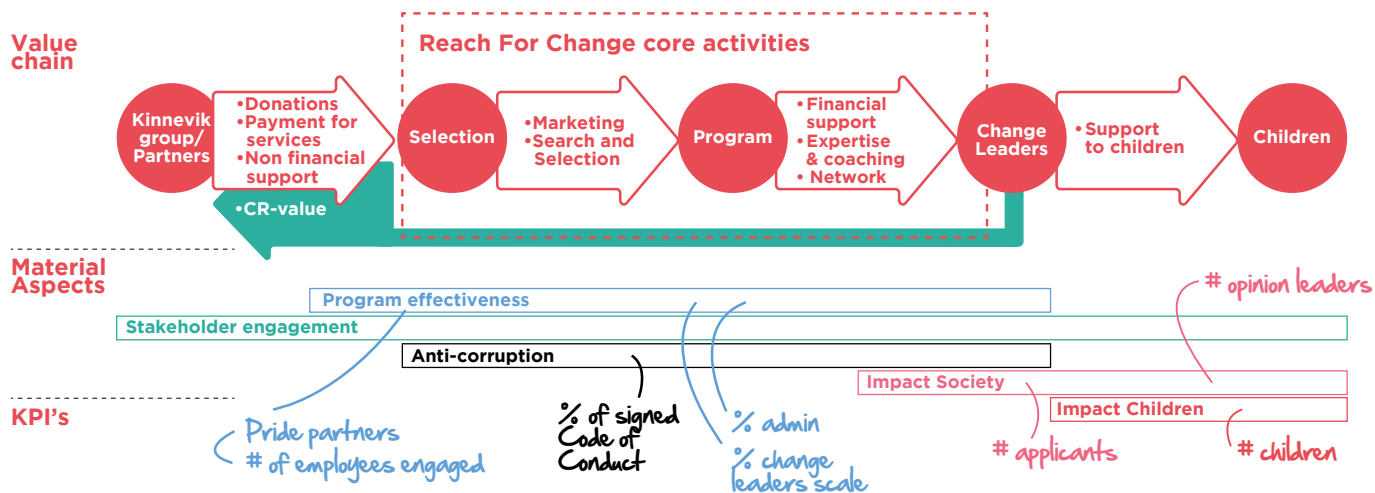


Fig 2: Here you can see what stakeholders are directly impacted by Reach for Change in each aspect, how each KPI relates to material aspects and how the impact of each aspect occurs within and outside of Reach for Change.

information about our methods more accessible.

- **Comparability.** The point of measuring impact is to track change over time. In order to do that, we need to repeat the same kind of data collection and analyses over time. Since Reach for Change was founded only in 2010, we have yet to develop (and test for durability) scalable methods to measure impact in a systematic way over time.
- **Balance.** Since it is difficult to adjust estimates in relation to developments that were inevitable and to events that should be attributed to the work of others, it is also difficult to isolate our impact on society. To make a balanced assessment of our performance, we need to consider the negative aspects as well as the positive. We need to strive for a neutral viewpoint and find evidence, instead of resorting to arguments, to strengthen our reporting and avoid bias. With vivid community engagement, we can make sure that the impact is evaluated through the eyes of our external stakeholders. Since our primary stakeholders are children, we also need to consider the interpretative power that adults have. In 2013, we implemented the Most Significant Change Technique that allowed us to use children's testimonials in our impact assessment.

In 2014 we will take the next step. This means that we will move on from measuring impact to creating a management system based on impact data. By analyzing and making key decisions

from collected data, we could create more value for our investors and make even bigger difference for children.

Impact Assessment

Reach for Change has a method based on the idea that each Change Leader needs individual impact indicators. This allows us to understand the impact of each Change Leader, and in addition, analyze the aggregated results.

We use the Theory of Change methodology, a widely adopted approach to social change, which allows organisations to define the building blocks of social impact and to create a visual map of the steps required to fulfill a vision of social improvement (a Pathway of Change). We use this method to break down the huge commitment made by the Change Leaders, who promise to improve the lives of children, and to monitor their progress.

Take-Off Session

Each year in the Incubator starts with a Take-Off Session, a workshop where Reach for Change staff help the Change Leaders to set goals and objectives, develop indicators, and discuss methods of documentation. The result of this session is what we call, the Pathway of Change.

The Pathway of Change

The Pathway of Change forms the base of the reporting. Each quarter, Change Leaders report on their own outputs and indicators:

- Customized Effect Indicators
- Number of children they have supported – Key Outputs

- Most Significant Change – a qualitative method to measure social change using stories from the field.

Effect Indicators

During the Take-off Session, the Change Leader identifies Effect indicators. Effect indicators to capture the impact Change Leaders have on children's well-being. For the Change Leader, this means that she or he has to reflect on what impact on society she or he wants to make. There are different kinds of effect indicators:

- **Focus on change:** the increase, or decrease in behavior, skill, knowledge or attitude; e.g. increased immunization among young children.
- **Focus on targets:** levels of achievement; e.g. immunize 80% of two year-old children in the community according to recommended public health schedules.
- **Focus on benchmarks:** including comparative targets, generally relating to other time periods or organizations; e.g. increase the current 70% immunization rate for children aged 0-24 months to 90% by the year 2015.

Children Supported – Key outputs

During the Take-off Session, Change Leaders also set targets on their Key output: number of children supported. Reach for Change also aggregates the number of children supported and reports it as its own KPI. In 2013, for the first time, we supported more than a million children.

By children supported, we mean children who received qualified support through

the programs and operations of our Change Leaders. Children supported are those who, as a direct or indirect consequence of the Change Leaders' activities, increased their opportunities to have their rights fulfilled in accordance with the UN Convention of the Rights of the Child. We define children as being below the age of 18.

The children could be supported through several ways: face-to-face, parents, professionals who work with children, a web-based tool, or media. For web-based tools and media, the number of children supported does not include children being reached by marketing or other visibility activities (interviews, social media etc.). We are careful only to include such support where the number of children could be verified (e.g through credible listener polls).

Aggregating the results

All Change Leaders have several customized impact indicators that allow us to understand their unique impact. The Take-off Session gives us a deep understanding of each Change Leader's potential impact and the indicators to show progress. We follow up with each Change Leader's individual progress each quarter. Through their reporting, Change Leaders can provide us with a rich picture of social change, while we can aggregate the results and understand our global impact on children's well-being.

To further illustrate this multi-layered understanding of our impact, we will share a concrete example below. It shows the activities, key outputs, and indicators that one of the Change

Leaders used to reach his desired outcomes. Please remember that this is just an example from a Pathway of Change, and each of our approximately 50 Change Leaders has a complete, individual map. Together, they make up the fabric of impact of Reach for Change.

Example of Pathway of Change and reported results

James Kofi Annan founded Challenging Heights in Ghana to rescue, rehabilitate, and reintegrate children from slavery back into the community. When he made the Pathway of Change, he identified several Key Outputs and Effect indicators. One of the Key Outputs was "Children rescued" and one of his Effect indicators was "Number of children successfully reintegrated in their communities". By the end of 2013, James had rescued 58 children and reintegrated 96 children. The children who were reintegrated had been rescued a few years back, and James continued to work with them through a reintegration program.

Most Significant Change Technique - the Story Approach

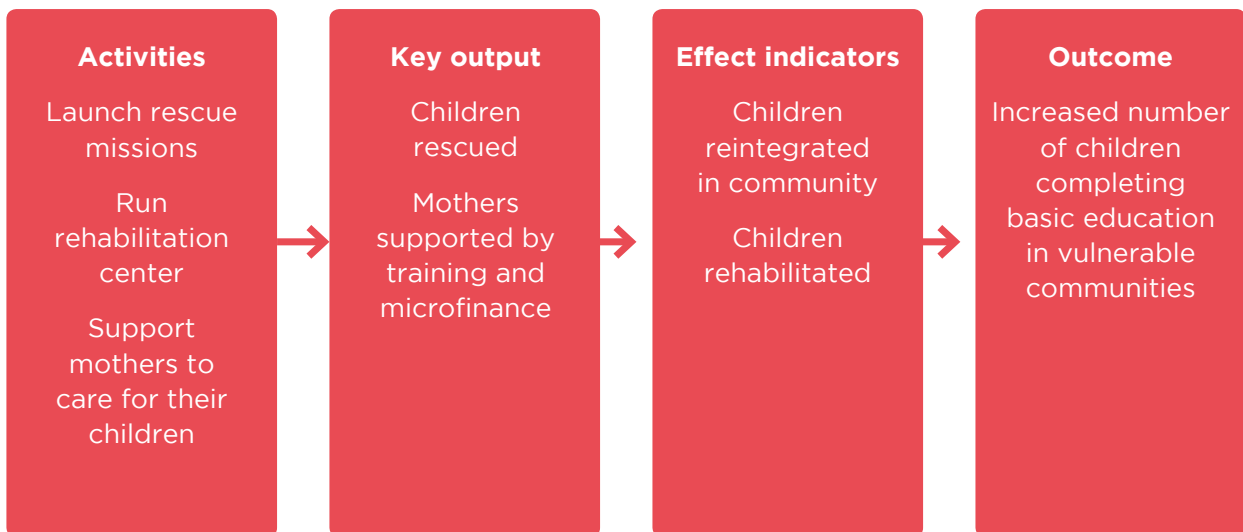
Along with the quarterly reporting of impact indicators and number of children supported, we collect stories from children within, the Change Leaders' target groups. The purpose of collecting stories is to perform case studies of changes in the life quality of an individual child. It gives us rich information and a vivid picture of the impact on the every-day lives of individual children. These life stories describe what actually changed through the program.

To write a story, we ask the entrepreneurs for a testimony of their own results. We ask them, "Looking back over the last quarter, what do you think was the most significant change in the quality of a child's life in your program/through your operation?" We want the entrepreneur to explain the significance of the story from their point of view and describe the difference they made or lessons learned.

Each entrepreneur submits one story per quarter. Each region submits 2-3 of their best stories, and Reach for Change selects, 1-2 stories that best demonstrate the concept of Reach for Change. This process is an evidence-based method to reveal valuable insights about the kind of change Reach for Change contributes to. The selection process also gives us a good picture of the kind of change that is valued internally.

To validate the stories, verify the impact, and minimize the risk of misunderstandings and/or exaggerations, we use various methods. One method is field visits. Another one is interviews for gaining a deeper knowledge and a clearer picture. We ask: Is there enough information about when/where/who/how to be able to determine if the story is true?

Fig 3: From activity to impact: An example from James Kofi Annan's Pathway of Change 2013.



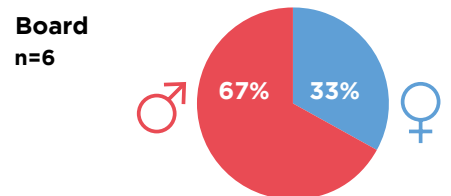
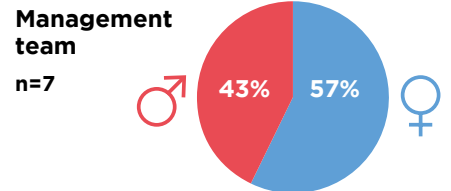
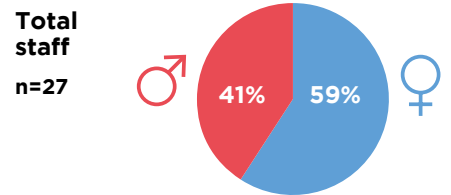
1 078 853

By children supported we mean children under 18 years old that have been affected by our work within one or several areas of children's rights. In 2013, we supported a total of 1 078 853 children divided between six themes of investments.

Number of children supported divided by investment theme and region

	NE	Africa	EECA	Total
Health and Development	10 713	470 986	127 332	60 9031
Education	10 741	17 957	215 241	243 939
Expression and Participation	114 768	524	36 150	151 442
Social Inclusion	35 854	729	0	36 583
Child Protection	12 460	17 729	1 650	31 839
Economic Participation	0	393	809	1 202
Total	184 536	508 318	381 182	1 078 853

27 employees



47

Change Leaders in programs at the end of 2013

Change Leaders, December 2013

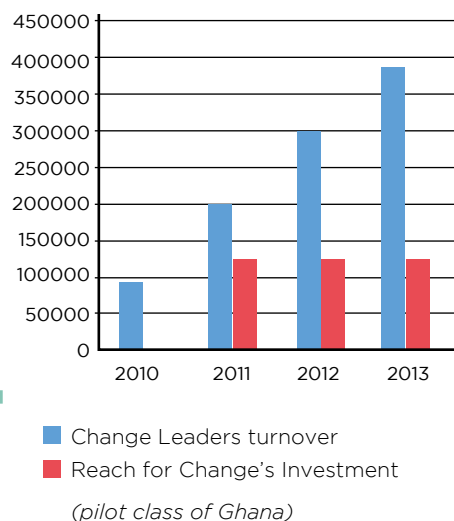
	Management program	Go	Newly Selected	Total	Alumni	No-go
Africa		16	4	20	2	2
Swe	5	7	5	17	2	2
EECA		7	3	10		3
Total	5	30	12	47	4	7

97%

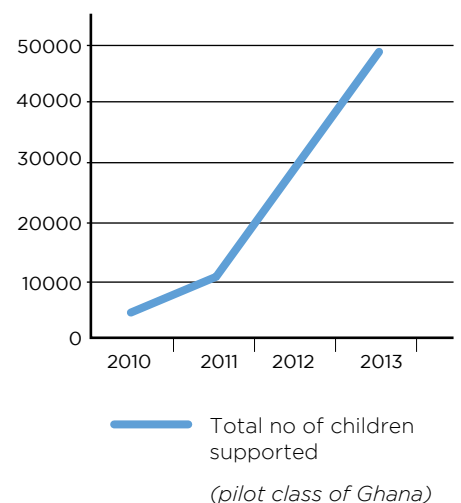
of Change Leaders scale their operations

In an analysis of the first Incubator class of Reach for Change Ghana - our pilot class in Africa - we can see that the total turnover of the Change Leaders have grown quickly in relationship to our investment. The same is true for the increase in the number of children supported.

Change Leaders' turnover in USD



Total number of children supported



Vision

We want to mobilize a global movement of smart, brave, and passionate change agents building a better world for children.

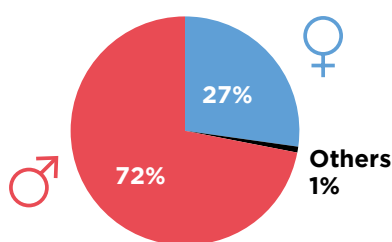
Mission

We identify and support exceptional individuals, companies, and organizations improving children's lives. We challenge them to aim higher, to reach further, and to lead by example, inspiring others to follow.

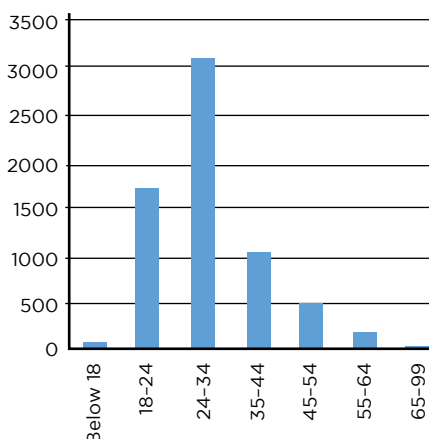
4030 applicants

In 2013, 4 030 individuals developed and submitted their ideas through the Reach for Change website. Today, a total of more than 18 000 people have created accounts on the Reach for Change website, meaning that they continuously receive updates and advice on how to become a successful social entrepreneur. An additional 20 000 are interacting with Reach for Change through our social media platforms, leading to a growth of over 100% in 2013.

Applicants



Applicants separated by age



KPIs 2013

Total	2013	2012
No of Children Supported	1 078 853	600 000
Change Leaders in program	47	42
Co-workers involved	637	925
Opinion leaders in interaction	919	4 600
Admin/Revenue	10 %	11 %
Number of applications	4 030	6 000
No of Change Leaders to scale	92 %	96 %
Pride among co-workers	68%	60%

The top KPI is number of children supported, and we are very proud to have touched the lives of over one million children in 2013. Two external and one internal factors depressed some of the other KPIs. In Russia, our main partner, Tele2 Russia, was divested. Tele2 AB decided generously to support the existing entrepreneurs in our program, but no entrepreneurs were added during the year. In Africa, the Search and Selection was pushed into early 2014 in many markets. This has the data for Change Leaders in program, Co-workers involved, and Applicants detrimentally. Also, the work to touch a broad set of Opinion leaders were deprioritized during the year in all regions in favor of increasing focus on building stronger relationships with a narrower set of key stakeholders. The KPIs are updated for 2014 to reflect this and other developments in strategy.

KPIs and targets 2014

KPI	Target 2014	Definition:
No of applications	7 800	The number of individuals taking action by submitting an application and thereby contribute to our movement by stating their idea.
% of applicants who continue with idea	50	The percentage of individuals who submitted their first part during the actual year's application period who that they will continue the development of their idea.
Number of children supported	1 425 000	Children supported are those who, as a direct or indirect consequence of the activities of all social entrepreneurs in our programs or through our own activities, gained increased opportunities to have their rights fulfilled in accordance with the UN Convention of the Rights of the Child. As in the convention, we define children as being below the age of 18. The number of children refers to this calendar year only.
% of CLs that scale	80	We measure the scaling of the social entrepreneurs in the incubator on a yearly basis. The ideas we choose must have potential to be scalable, meaning that they eventually will change the lives of many children. Scale for us, is measured in four dimensions, describing the complex development of both financial and impact capacity.
No of CLs in incubator	75	The total number of Change Leaders who are participating in Incubator programs, or have been selected for starting in the Incubator, at the year's end.
No of key influencers	540	The numbers of important influencers that we (and our Change Leaders) have recruited around our cause. (Child rights issues, social entrepreneurship, and societal change.)
% of partners implementing ROI	50	Share of our partners' country operations which have defined parameters to measure.
% of revenue spent on admin	10	To keep track of administration costs means being transparent about the part of the costs that is not for the objective.

ROI framework

637
co-workers involved
in programs

68%
pride among co-workers

The co-workers of the Kinnevik group companies are invited to be apart of the Reach for Change activities. Most interactions are on the national level, where co-workers are invited to share their expertise in the Search and Selection process and the Incubator programs. This support, as well as the network they provide, is priceless for our Change Leaders and our own local operations.

Our mission is to create change for children through our support to social entrepreneurs with innovative ideas. To be able to do this in a sustainable way, we also need to deliver value to our partners to ensure strong, continuous programs and growth. Since this is key to our business model, we have a dual mission: create change for children and support the business objectives of our partners.

In 2013, we developed and piloted a ROI framework to capture the value created for our partners.

We have opted for a common framework to create synergies for follow-up between our partner companies, to streamline our own measuring and follow-up activities, and to create comparability, when possible.

Each company and market can decide which metrics from the framework are applicable. It is too early to monetize the common parameters, but our work continues to further investigate this idea.

Awareness and pride survey

Partner	Result
Metro Sweden	63%
Tele2 Kazakhstan	71%
Tigo Ghana	79%

Example of application of the ROI framework from Kazakhstan, applied to a few parameters only:

Tele2 invested 1.2 million SEK in Reach for Change Kazakhstan for 2013

What?	Methodology to Quality	Metric for Tele2 KZ
Success and progress of R4C's operations	<i>Positive trend in KPIs</i>	<i>Positive trend in relevant KPIs</i>
PR value	<i>Number of publications featuring R4C & company together</i>	<i>43 publications in April-May 2013 11 publications, 3 radio spots in Q3 estimated at 20,000 SEK per publication - total 1,140,000 SEK plus 1 online discussion on the biggest KZ forum</i>
Brand value	<ul style="list-style-type: none"> • Brand awareness & understanding • Awareness of connection to brands • Reach and liking of co-branding campaigns 	
Employee engagement	<ul style="list-style-type: none"> • Number of employees engaged (KPI) • Satisfaction and motivation of employees engaged (survey and interviews) 	
Tax savings	<i>Actual tax deduction in appropriate tax jurisdiction</i>	<i>All donations to the non-profit are tax-deductible up to 3 % taxable income. (Tele2 KZ does not generate taxable income but assumes the loss can be carried forward.)</i>

Conclusion: The positive trend in KPIs, the tax deduction, and the PR value generated mean that there is a strong ROI.

Financial Report

The financial report for 2013 summarizes Reach for Change's total operations. It merges the results from Reach for Change Swedish foundation including the African branch (registered in Ghana) and the Russian foundation. The complete Reach for Change is a privity with a joint Board of Directors and Management.

Income statement (Amounts in KSEK)

	2010	2011	2012	2013
Net revenues	7 161	15 259	22 075	33 777
Other external expenses	-6 981	-10 164	-15 796	-25 538
Personnel costs	0	-2 923	-6 011	-7 295
Depreciation of intangible and tangible assets	0	-21	-32	-43
Operating result	180	2 152	236	901
Interest income	0	20	33	39
Interest expense and other financial expense	0	-4	-2	-5
Result after financial income and expenses	180	2 168	267	936
Tax expense for the period	0	-288	-2	-141
Result for the period	180	1 880	265	795

Balance sheet (Amounts in KSEK)

	12-31-2010	12-31-2011	12-31-2012	12-31-2013
Fixed assets				
Intangible fixed assets		2	1	1
Tangible fixed assets	11	74	43	121
Total fixed assets	11	76	44	122
Current assets				
Short term receivables				
Accounts receivables	118	83	2 109	646
Other current receivables	0	1	922	725
Prepaid expenses	55	224	977	56
Bank	155	4 303	5 332	11 155
Total current assets	328	4 612	9 340	12 581
Total assets	339	4 687	9 384	12 703
Funds and liability				
Foundation funds	100	1 580	2 155	2 719
Result for the period	180	1 880	265	795
Total funds	280	3 459	2 420	3 514
Current liabilities				
Tax liabilities		288	369	358
Accounts payables	50	580	631	3191
Other current liabilities	9	160	635	6
Accrued expenses and deferred income	0	200	5 329	5 633
Total current liabilities	59	1 227	6 964	9 189
Total funds and liabilities	339	4 687	9 384	12 703

Liquidity position was strengthened during the year, and solidity is strong, adjusted current ratio per 31 Dec stands at 1.5 (excluding deferred income and the associated received cash).

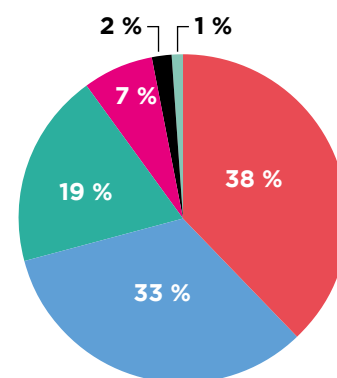
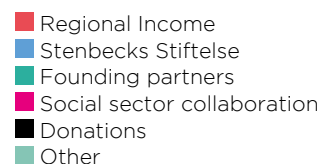
Total investment in objectives since 2010

	MSEK
2010	6.5
2011	11.3
2012	17.2
2013	28.6
Total since 2010:	63.6

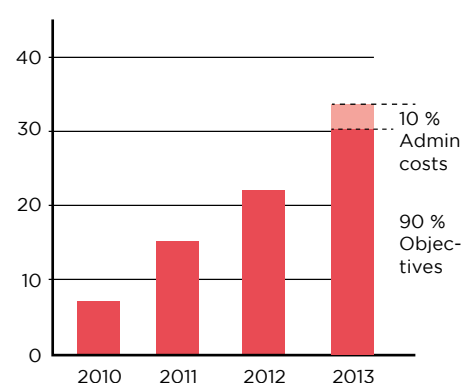
33.8

MSEK Total Revenue

Revenue split



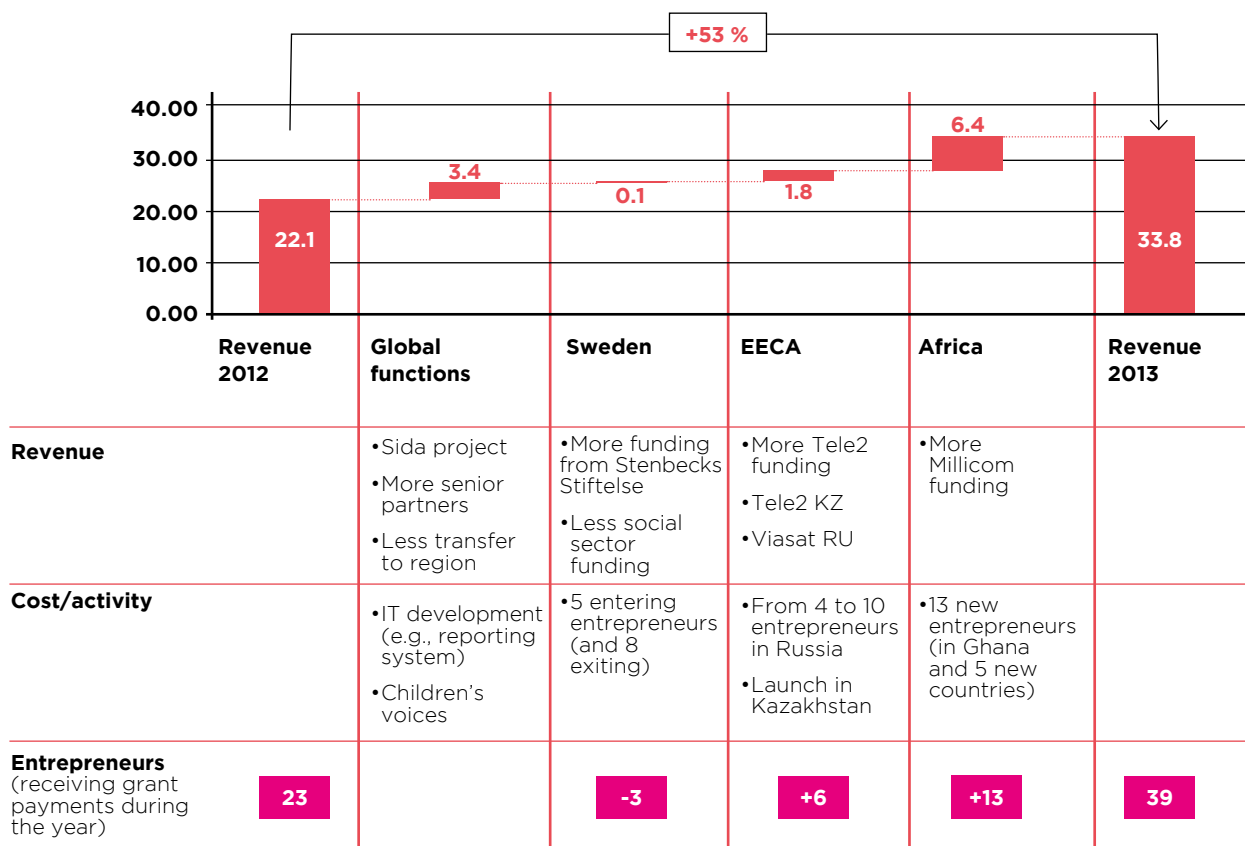
Revenues MSEK



The strong revenue growth continued in 2013, with revenues increasing from 22 MSEK to 34 MSEK (+53%) in 2013, mostly driven by funding from Tele2, Millicom, and SIDA.

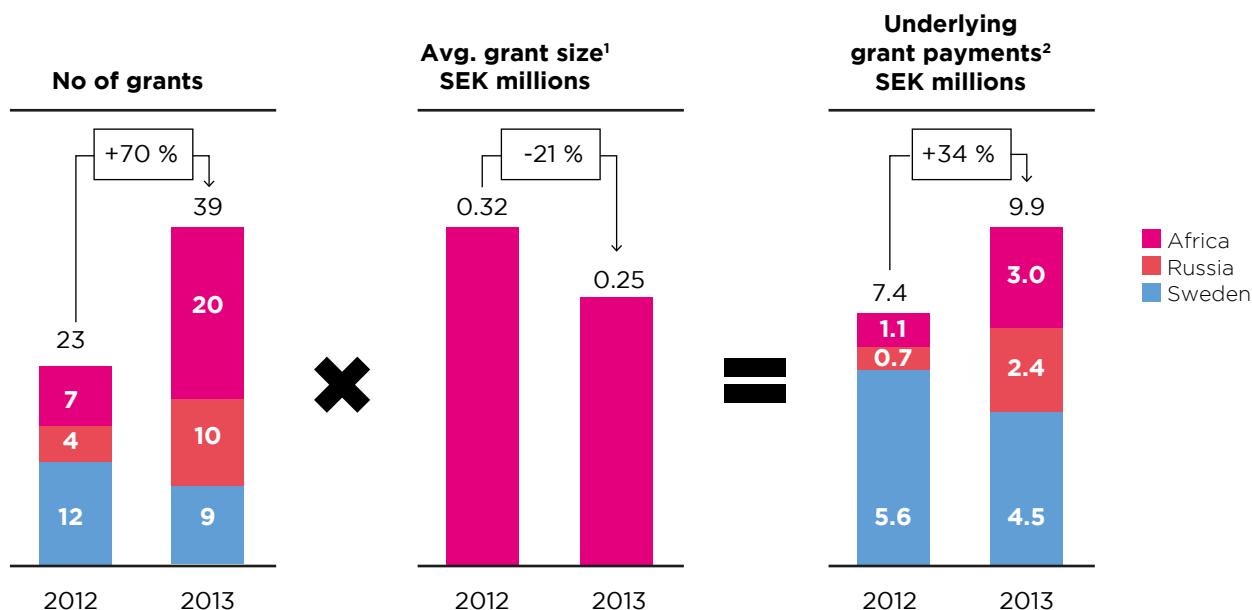
Growth by region

Total. SEK millions



Grant statistics

The single biggest category of costs, accounting for >50% of program costs, were grants paid to Change Leaders. The numbers of entrepreneurs receiving grants surged from 23 to 39 (+70%). Grant payments are up 34%. As R4C expands, average grant size will decrease since grants outside of Sweden are smaller.



Note: This only includes incubator grants (i.e. not seed funding, alumni/management programs etc.)

1 Annual grants: Sweden SEK 0.5m, Russia RUB 1.2m (SEK 0.24m), Africa \$25k (SEK 0.16m)

2 Underlying grants in a year refer to payments attributed to that year. Actual date of payment may differ.

Context, results, and impact

In our Impact and GRI report online, you can read more about how we assess that we actually touched over 1 000 000 lives. We don't know this from only counting heads. We need to look at the sustainability context, know our input and investment, measure the results, and understand our impact – for every case.

WE CHOSE to publish our GRI G4 report on our website and make it readily available for all our stakeholders so that we could transparently share in-depth information about our work. Here you can read about our sustainability context, described in market-specific country analysis, and find more information about our investment themes. You will also find more information about our input and the meaning and extent of our investment.

We share our results from several perspectives, as well as information relating to our material GRI indicators. Reach for Change have reported in accordance to the core option of GRI. In addition to relevant G4 indicators, we have also reported on the NGO sector-specific indicators of G3, since "Program effectiveness" is a top priority for our stakeholders.

We strive to create for a better world, how do we know that we're successful? We are committed to always report successes and struggles with transparency and relevance. This Social Impact Report is a part of it, as well as our online GRI report. It is our promise to ourselves to do it even better next year and the next!

Read our Impact and GRI report at reachforchange.org/impact

Thank you!

My warmest thanks go out to all our social entrepreneurs, the entire Reach for Change team, the Steering committee, partners, co-workers, Advisors, experts, participants in our Barrier Breaking sessions, everyone who has helped in the selection process, peers across the world who have contributed their expertise, and all our Friends. We are all part of the movement. Together we are creating a better world for children.



SARA DAMBER, CO-FOUNDER AND SOCIAL ENTREPRENEUR, REACH FOR CHANGE

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1,078,853

Children's lives touched in 2013



157 988
Kojo Steven, 12 years old,
Ghana



"At night I would start my work at 11 pm and I would go out on the lake just as in the day."

The work of a slave child in the Ghanaian fishing industry is hard and dangerous. But Kojo was rescued. Now he goes to school and dreams of going home to his mother.

838 911
Evgeniy, 13 years old,
Russia



"I used to climb over garages and fences, and didn't have a clue there was such a thing as parkour."

Evgeniy used to be a Siberian "staircase boy", roaming aimlessly. But through parkour, he uses his exceptional skills and guts, and begins to believe in his own future.



269
Colombe, 13 years old,
Rwanda



"Studying by the kerosene lamps at night makes us sick."

The solar-powered lamp has stopped the coughing of both Colombe and her siblings. And on top of that, look at the grades they're getting!





33 853
Morgan, 10 years old,
Sweden

"Mr. Mario, you have changed me. Now school is much more important than before."

Reach for Change is empowering Roma children to value their education by shining a light on the discrimination they are facing in the Swedish educational system.

#1 000 043
Rosa, 14 years old,
Tanzania



"I will be a teacher and help the street children. If I work hard I can do it!"

Rosa was a street child, but now she takes classes at the mobile school and she is determined to learn. Her dream is to learn more and more.



221 473
Marina, 9 years old,
Russia



"I made something beautiful from the garbage and I liked that we'll throw out less waste if I make something of it."

Marina loves being creative and caring at the same time. If she could have her way, she would make art from all the waste that litter the seafront of her city.





3140589
Clara, 16 years old,
DRC

“My father was sick and I was ready to leave school. But now I have successfully completed my studies!”

Clara’s youth support group, pictured above, was essential for providing the structure to complete school. But her family, like many others in conflict-stricken DRC, couldn’t.



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They are not just a number. They are people!

One million children. One million individuals with dreams and fears, hopes and struggles, supported by Reach for Change through our Change Leaders in 2013.

Get involved and learn more at: reachforchange.org

