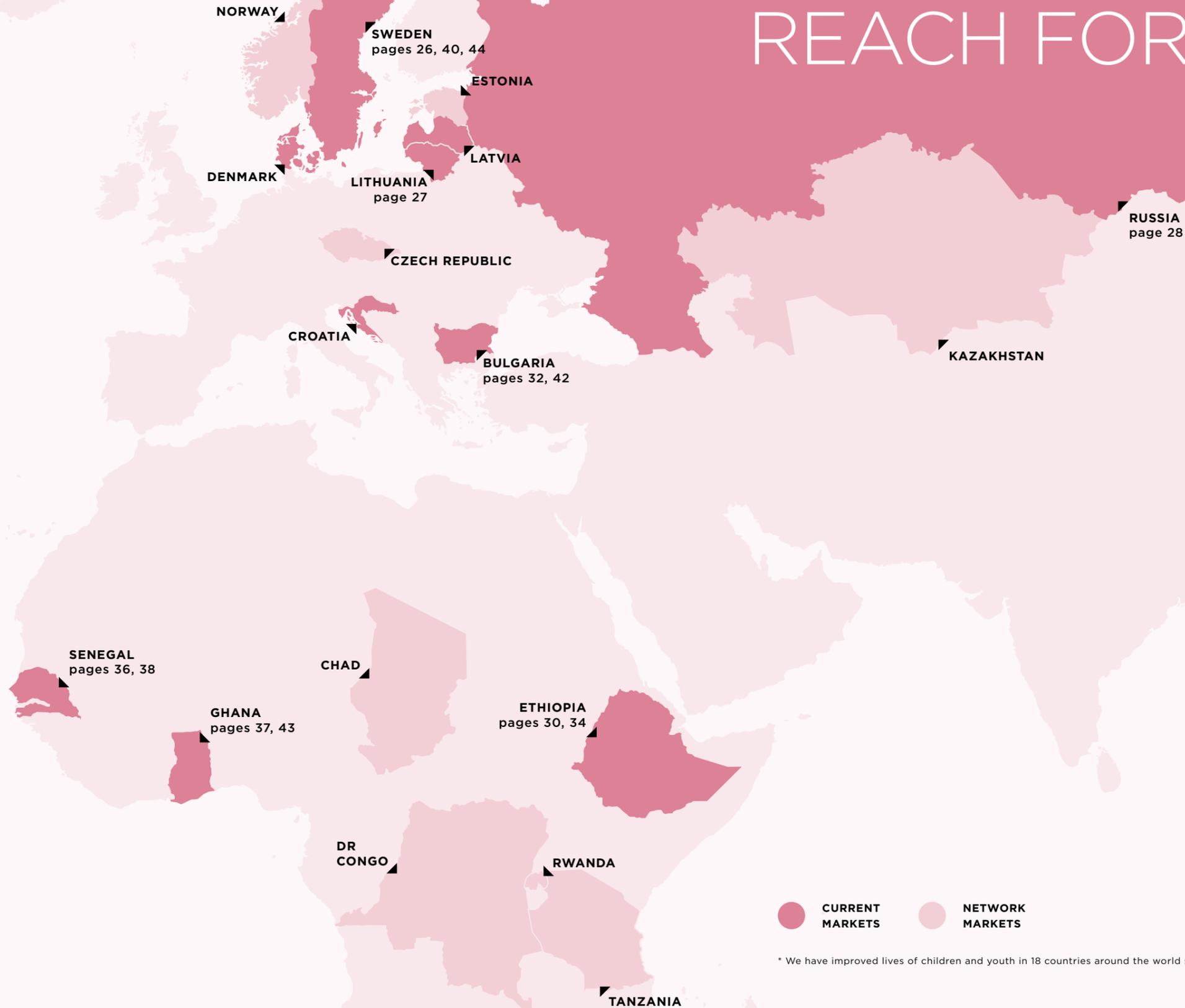




# OUR IMPACT 2021



# THE WORLD OF REACH FOR CHANGE

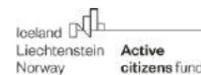


**CURRENT MARKETS**      **NETWORK MARKETS**

\* We have improved lives of children and youth in 18 countries around the world since 2010.



WE ARE  
REACHING FOR CHANGE  
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 a global non-profit founded in Sweden. Our vision is a world where all 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 that help children and youth to better lives. We were founded by successful entrepreneurs in the non-profit and business sectors in 2010.

### WHAT WE DO

We pursue our mission through two main streams of work: capacity and ecosystem development for local social entrepreneurs. Through our work, we promote entrepreneurship and foster entrepreneurial mindsets and skills.

### ABOUT THIS REPORT

You hold in your hand our 12th Social Impact Report. It is a summary of the impact we made in 2021, what we did to work toward our vision, and some of the things we learned along the way. The impact reported covers all programs and projects where we've either had clear results or an indication of results in 2021. The financial statements cover all markets except Russia, which is an independent franchise. You can also find this information on our website: [reachforchange.org](https://reachforchange.org)

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

## A YEAR OF STAYING RESILIENT

In many ways 2021 felt like a year of false starts. The global Covid-19 pandemic had a profound effect on us all, with some of our markets under lockdown and restrictions for much of the year. 2021 was a year that tested our resilience, but it was also a year when we demonstrated our commitment to delivering on our mission. As an organization, we adapted with our community and team and adjusted to delivering impact without the face-to-face meetings and interactions we all very much craved. Our work was also marred by conflicts and humanitarian crises in Ethiopia.

Yet in reading the pages of this annual Social Impact Report, I am struck by the fact that these false starts have allowed us to regroup, adapt and find new ways to achieve our goals. In fact, they have taught us to run the race in much the same way our entrepreneurs across the globe do, with innovative approaches, growth mindsets and stamina.

In retrospect, we have run an extremely impactful and impressive race under tough conditions. We have worked tirelessly across our markets with over forty supportive partners. We have developed new programs and refined our model of impact. We have run capacity development programs that helped improve livelihoods for women and youth in rural Ethiopia, supported maternal health in Senegal, assisted social entrepreneurs in Sweden to refine their business models, provided Bulgarian social entrepreneurs with tools to scale their innovations, and much more.

Our race continues as we become even more convinced in our role of enhancing the ecosystem for social entrepreneurship to ensure that we create the optimal conditions for the systemic change we so desperately need. This year we have partnered with Ashoka Nordics on mapping the ecosystem and gathering evidence on where improvements are needed to ensure that social entrepreneurs can create maximum impact. We have worked with the think tank Global Challenge to explore how we can give female founders and entrepreneurs the best conditions when only 3% of global investment capital goes to female entrepreneurs.

For us to create true and lasting change, where we empower local social entrepreneurs to support children and youth to reach their full potential, we need to be clear on our vision and how we are going to get there. This year we have set our 2030 goals, our operational plan for the next four years, and more importantly — we have made a commitment to collaborate. Our tools are available for more entrepreneurs to access, and we are working closely with a broad range of partners to design curriculum and content that can be used by others.

This is a marathon, not a sprint. And it is not a race that we will finish on our own. I would therefore also like to send much gratitude to our Reach for Change community for your support, and to the Reach for Change team, for always finishing every run strong.

— Sofia Breitholtz  
CEO, Reach for Change



## LETTER FROM THE EDITOR

Our Social Impact Report has always been very important to us, for many reasons. We are a results-based and data-driven organization. What does that mean? It means we evaluate our success based on data, and we make decisions based on data. The way we view our Social Impact Report is not only as our primary way of showcasing our results in a transparent way to our stakeholders. We also see the report as a way to evaluate how we are progressing towards our vision and as an indication that we are reaching our goals. A separate goal for us with our report is also to be a role model and thought leader within impact measurement and management in the sector, to inspire more organizations to make decisions and evaluate their work based on where they can have the most impact.

2021 pushed us to evolve and develop a new approach than what we have used in previous reports. As our programs have continuously developed, and we have clarified our approach towards our 2030 goals, our impact measurement needed to evolve, and by extension, so did the presentation of our results. Even more than before, this year's report is a result of close collaboration between our central program team and our program managers in our different countries. I would like to extend my sincere gratitude to our program team and our communications team for being such great companions in this collaborative process.

Despite battling the consequences of the Covid-19 pandemic and violent conflicts in some of our countries, 2021 was a year of impact for us. In this report you'll be able to read about 12 of the different projects we ran during the year. Among other things, you can read about how we have fostered economic development in Ethiopia, developed the capacity of social entrepreneurs in socioeconomically disadvantaged areas in Sweden and advocated for female social entrepreneurship. As always, by sharing our results and our method, we hope to bring inspiration and knowledge to the sector — a job we look forward to continuing in the future.

— Ida Johansson  
Impact Manager, Reach for Change



# EXECUTIVE SUMMARY



In our 2020 Social Impact Report we launched our new 2030 goals. We aspire to change the lives of 30 million children and youth around the world by 2030. We also launched our new thematic areas: Poverty, Climate Change and Inequality. To reach this very ambitious goal, we want to build on our learnings from the past years to find the best ways of improving the lives of children and youth.

In 2021, the work to reach our 2030 goals started. At the beginning of the year we set out to do three things:

- Finalize our strategy; the “how” to reach our very ambitious 2030 goals
- Finalize an operational plan following the new strategy
- Finalize our new Theory of Change and impact goals that will enable us to evaluate how we are moving towards our 2030 goals.

When we had finalized the strategy and operational plan in August 2021, a process supported by Mighty Ally and Bain & Company, we started working on our new impact framework. This meant developing a new global Theory of Change for the organization as well as developing indicators and operationalizing our thematic areas. The idea was to develop a Theory of Change that would do two things:

- **Enable us to capture our impact on an organizational level, encompassing all our different programs, not just our incubator program as before.**
- **Enable us to evaluate our progress towards our 2030 goals.**

Later in this report, we proudly present our new Theory of Change and look forward to keeping you updated on our work towards 2030!

## 2021 IN NUMBERS



\* Beneficiaries include social entrepreneurs, trainers working directly with social entrepreneurs or entrepreneurs, aspiring entrepreneurs and stakeholders improving conditions for social entrepreneurs

# PROBLEM & SOLUTION

## THE CHALLENGE AT HAND: THE CLOCK IS TICKING

While great strides have been made over the past several decades, hundreds of millions of children and youth are still living in poverty, and inequalities persist around the world, limiting opportunities for them to reach their full potential.<sup>1</sup> In both rich and poor countries, children are significantly more likely to live in poverty than adults.<sup>2</sup> Many will suffer the effects of inequality and social exclusion due to racial, religious or gender discrimination, which are almost always linked to family poverty. Add to this the reality of the climate crisis which disproportionately affects children, especially those in developing countries, and the future becomes even more dire for the children and youth of today. We cannot achieve sustainable development and make the planet better for all if future generations are excluded from opportunities and the chance of a better life.<sup>3</sup>

## THE POWER OF SOCIAL ENTREPRENEURSHIP

However, these current trends are not irreversible and this bleak outlook is not set in stone. Every day, millions of individuals around the world are innovating and fighting for a brighter future for our children. As the EU report on social economy recognizes, effective initiatives led by individual citizens and social enterprises have paved the way towards a society that prioritizes people and the planet, and they will continue to produce system-changing solutions toward the 2030 SDGs.<sup>4</sup> But social entrepreneurs are only part of the solution. They cannot do it alone: the innovations they create and launch can only go so far without partners from across sectors.<sup>5</sup>

**Governments** must set and enforce policies.

**Businesses** will have to “reach beyond their own capabilities and partner with other private-sector entities and with governments, communities, and nonprofits to create new ecosystems that will deliver value to all,”<sup>6</sup> NGOs will continue to advocate and, in the short term, fill the gaps where governments fail. And **social entrepreneurs** should exist to develop and deliver innovations that are effective, scalable and sustainable. While many of these innovators and initiatives are already out there, they need additional skills, resources and connections to succeed.<sup>7</sup>

<sup>1</sup> [www.unicef.org/publications/files/Child\\_Mortality\\_Report\\_2017.pdf](http://www.unicef.org/publications/files/Child_Mortality_Report_2017.pdf)

<sup>2</sup> [www.unicef.org/socialpolicy/files/Child\\_Poverty\\_SDG\\_Guide-Complete-March\\_2017.pdf](http://www.unicef.org/socialpolicy/files/Child_Poverty_SDG_Guide-Complete-March_2017.pdf)

<sup>3</sup> [www.un.org/sustainabledevelopment/wp-content/uploads/2018/09/Goal-10.pdf](http://www.un.org/sustainabledevelopment/wp-content/uploads/2018/09/Goal-10.pdf)

<sup>4</sup> Expert Group on Social Entrepreneurship (GECEs), Social entrepreneurs and the social economy going forward, p.9 2016

<sup>5</sup> MAZE, EVPA, Cross-Sector Collaboration for Better Social Outcomes, 2018

<sup>6</sup> [hbr.org/2018/01/inclusive-growth-profitable-strategies-for-tackling-poverty-and-inequality](http://hbr.org/2018/01/inclusive-growth-profitable-strategies-for-tackling-poverty-and-inequality)

<sup>7</sup> [www.alliancemagazine.org/blog/socrates-recipe-for-systems-change-know-thyself](http://www.alliancemagazine.org/blog/socrates-recipe-for-systems-change-know-thyself)



## OUR SOLUTION

Reach for Change's vision is a world where all children and youth reach their full potential. To achieve our vision, we will focus on addressing pressing social issues contributing to poverty, inequality and the climate crisis by:

### DEVELOPING THE CAPACITY OF LOCAL SOCIAL ENTREPRENEURS WORKING FOR CHILDREN AND YOUTH

We find local social entrepreneurs with the most promising solutions to pressing issues for children and youth within our thematic areas (poverty, inequality, climate change). We support them through a range of programs to develop and scale their solutions. We run these programs ourselves and in partnership with other organizations.

### FOSTERING ENTREPRENEURIAL MINDSETS AND SKILLS FOR JOB CREATION, IMPROVED LIVELIHOODS AND CLIMATE RESILIENCE

We provide a range of entrepreneurship training, development and support programs. We want to encourage innovation, build the next generation of social entrepreneurs, improve livelihoods and employment for women and youth, and directly address one of the root causes for multidimensional poverty for children and youth. In addition, we run entrepreneurship training programs to inspire and prepare youth to start social enterprises and/or pursue jobs that will build the green economy to increase climate resilience.

### DEVELOPING SOCIAL ENTREPRENEURSHIP ECOSYSTEMS

We work for an improved social entrepreneurship ecosystem that supports social entrepreneurs to start, grow, and deliver their solutions for children and youth at scale. Activities include support to establish social entrepreneurship associations, advocacy and thought partnership for improved policy, convening stakeholders and influencers, capacity development of other support organizations in the sector, and awareness raising and education around social entrepreneurship.



In the coming 8 years, we will focus our efforts on high-leverage issues for children and youth in three areas aligned with the 2030 Agenda for Sustainable Development: **Poverty, Inequality** and **Climate Change**.

## THEMATIC AREAS

### POVERTY

Reach for Change will work on addressing multidimensional poverty for children and youth. Multidimensional poverty is about the simultaneous deprivation in several areas, not strictly monetary poverty.

By addressing deprivations in education, health and other areas make it much more likely that children and youth can achieve their full potential, breaking the cycle of monetary poverty in the future. To achieve our goals, we will pursue one or more of the following initiatives, as is relevant to the local context:

- **Support livelihoods and employment for youth and women** through 1) investing in social enterprises that prepare people for and/or connect them to jobs and 2) job creation via entrepreneurship training, development and support
- **Support scalable social solutions that increase access to, and encourage the use of, services for the most deprived children and youth** in health (including nutrition, water, sanitation, and helping adolescents make smart reproductive decisions) and education



### INEQUALITY

Children and youth around the world do not have equal access to opportunities, nor the possibility to reach their full potential. Inequality can stem from a variety of causes (e.g., racial, religious, gender or ability discrimination) and is very often either partially the result of, or results in, family poverty. Though the ways in which inequality manifests is context specific, children and youth are vulnerable to its consequences no matter where they live. Our initiatives will include:

- **Supporting scalable social solutions that address inequality and its root causes.** We will intentionally focus on social entrepreneurs who originate from the excluded communities to build diverse leadership and to ensure that their solutions are relevant to children and youth from these communities.
- **Focusing on the most vulnerable groups.** We will address inequality and exclusion of children and youth, with a focus on populations especially vulnerable to its consequences. These groups include, but are not limited to: girls, children and youth with disabilities, and migrant children and youth.
- **Context specific programs and networks.** Since the specific causes of inequality and the relevant interventions are so specific to their context, our local strategies will outline which vulnerable groups and issues to prioritize in order to best increase inclusion and equality.



### CLIMATE CHANGE

Children and youth are especially vulnerable to the effects of climate change due to their unique physical and developmental needs<sup>8</sup>, and in many of the countries that are most susceptible to extreme climate events, children comprise the majority of the population<sup>9</sup>. While building youth readiness and involvement is crucial, adults in power have the potential to make the most meaningful changes in mitigating and preparing for climate change. Our initiatives will include:

- **Supporting social entrepreneurs focused on increasing climate knowledge, engagement, and participation.**
- **Supporting entrepreneurship in the green economy.** We will run programs to inspire and prepare youth to start social enterprises and/or pursue jobs that will build the green economy.
- **Mainstream climate considerations and sustainability** in all of our programs. Social entrepreneurs receiving capacity development support from Reach for Change will be trained in the basic considerations of building a sustainable organization.

<sup>8</sup> UNICEF's written submission to the study of the United Nations Office of the High Commissioner for Human Rights on climate change and the full and effective enjoyment of the rights of the child, 6 January 2017.

<sup>9</sup> [www.ohchr.org/Documents/Issues/ClimateChange/RightsChild/ChildrenOnePager.pdf](http://www.ohchr.org/Documents/Issues/ClimateChange/RightsChild/ChildrenOnePager.pdf)

# HOW WE CREATE CHANGE

Since the beginning, our mission has been to support local social entrepreneurs to develop and scale solutions to problems faced by children and youth. This mission has not changed, but how we do it has evolved. As we enter our second decade as an organization, we will continue to pursue this mission through two main streams of work: capacity and ecosystem development for local social entrepreneurs.

## CAPACITY DEVELOPMENT

We have three distinct capacity development programs for local social entrepreneurs, each targeting a different stage of development:

### INNOVATION LABS

Concept to early Proof of Concept stage

### INCUBATORS

Early Proof of Concept to Early Growth stage

### SCALING READINESS

Early Growth to Growth stage

Each program is based on three pillars of support:

#### CAPACITY DEVELOPMENT

We offer capacity development support focused on five development areas: effective solution, financial sustainability, leadership and team, impact scaling and system change. This is delivered through a mix of individual strategic planning, coaching, mentorship, peer learning and group sessions.

#### FINANCIAL SUPPORT

Access to appropriate funding at different stages remains one of the biggest barriers to social entrepreneurs as they develop their solutions and bring them to scale. We offer select social entrepreneurs financial support to help them develop and deliver their solutions and to strengthen the capacity and capabilities of their team.

#### NETWORK

Having a strong network and gaining access to the right people and opportunities at the right time is one of the most crucial success factors for any organization. With so much competition and limited time, cultivating such a network can be tough, especially for early stage organizations without much of a track record. We connect our social entrepreneurs to local and international networks to create opportunities for new learnings, partnerships, and funding.

To help achieve our vision, we have also started to run two different capacity development programs to promote entrepreneurship and foster entrepreneurial mindset and skills:

#### ENTREPRENEURSHIP BOOT CAMP

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 and technical support to women and youth entrepreneurs to gain skills and knowledge to develop, refine and start or run a business, and to gain access to funding.

Both programs are focused on job creation and improving livelihoods or social entrepreneurship in the green economy.



## ECOSYSTEM DEVELOPMENT

Successfully growing or scaling a solution is almost impossible if you are working in a fragmented ecosystem. In order to scale, good solutions will need support from a variety of actors in the public, private and/or non-profit sectors. We work to establish supportive local ecosystems for social entrepreneurs to increase their chances of success

Activities include:

- support to **establish social entrepreneurship associations**
- advocacy and thought partnership for **improved policy**
- **convening stakeholders** and influencers
- **capacity development of other support organizations** in the sector
- **awareness raising and education** around social entrepreneurship

During the coming years, we will further strengthen our work in ecosystem development. The intentions and specific activities that we will perform will be outlined and specified per country to fit the specifics of the local ecosystem. Read about the work we did to develop ecosystems in countries where we operated in 2021 on page 40.



# CAPACITY DEVELOPMENT INCUBATOR



## SEARCH & SELECTION

### WHO ARE WE LOOKING FOR?



**PASSIONATE AND PERSEVERING LEADER/TEAM WITH A STRONG ETHICAL FIBER**



**CLEAR THEORY OF CHANGE AND A SOLUTION DEMONSTRATING INDICATION OF IMPACT**



WORKING TOWARDS ONE OF THE ALMOST **40 SDG TARGETS** FOR **CHILDREN AND YOUTH**



POTENTIAL FOR **FINANCIAL SUSTAINABILITY** AND STRONG **IMPACT SCALING**

### INVESTMENT PROCESS



CAMPAIGNS AND APPLICATIONS



FACE TO FACE INTERVIEWS



SCOUTING AND HEADHUNTING IN OUR NETWORK



SITE VISITS AND REFERENCE TAKING



SCREENINGS CONDUCTED BY REACH FOR CHANGE AND SUBJECT MATTER EXPERTS



INVESTMENT READINESS SUPPORT



PITCH TO A JURY



Our incubator is designed to support social entrepreneurs in the Proof of concept and Early growth stages. We help social entrepreneurs maximize and effectively measure their social impact, strengthen internal capacities and increase revenues. The support typically lasts up to three years.



**CAPACITY DEVELOPMENT**

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



**NETWORK CONNECTIONS**

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



**STAMP OF APPROVAL**

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



**GRANT FUNDING**

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



# 49

## SOCIAL ENTREPRENEURS RECEIVED INCUBATOR SUPPORT IN 2021



**16%** received a grant ranging from **3,000** to **10,700 USD** (in total, **53,000 USD** was provided)

The most common usage areas were **program delivery**, better **equipping existing office** and **hiring more staff**

**100%** report that the grant was largely or extremely important for sustaining their operations

**100%** of social entrepreneurs report that they received some kind of **capacity development support:**

**94%** on measuring their **social impact**

**69%** on developing their **financial sustainability**

**100%** on strengthening their **leadership and team**

**78%** on **scaling** their impact and **83%** on progressing towards **systems change**



**95%** report that Reach for Change **connected** them with at least one person/opportunity (**on average 2**)

**56%** found the connections overall useful:

**44%** gained new **learnings**

**56%** formed new **partnerships/collaborations**

**22%** acquired new **tools**



**64%** report that they were **promoted** in a Reach for Change communication channel

**86%** report that incubator participation contributed to **increasing their credibility**



\*25 out of 58 Change Leaders were surveyed, excluding (a) 9 social entrepreneurs who followed a different program and (b) 24 social entrepreneurs who had participated in the Incubator less than 8 months

# HOW OUR ENTREPRENEURS DEVELOPED SHORT TERM RESULTS

## TARGETED OUTCOMES

By the end of their 3<sup>rd</sup> year in the incubator, our social entrepreneurs:

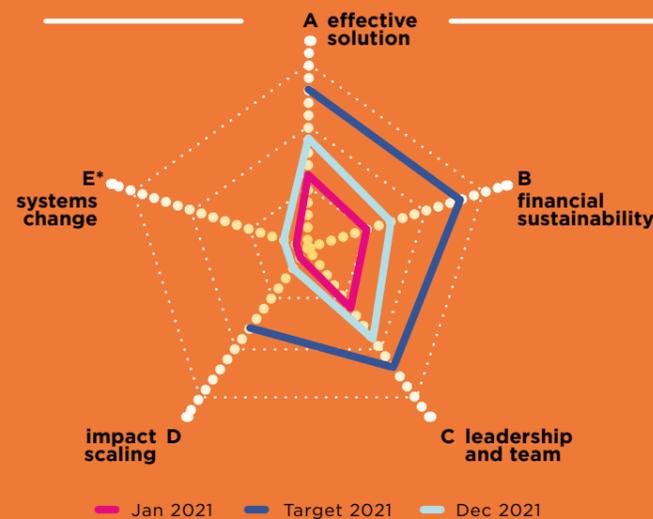
- A** Have proven an effective solution for children and youth
- B** Are ready to financially sustain their operations at scale
- C** Have strong leadership and a team ready for scale
- D** Have initiated impact scaling
- E** Have begun carrying out systems change activities (if applicable)

## HOW WE MEASURE

Each year, we monitor our social entrepreneurs' development towards the targeted outcomes through a before and after assessment i.e. at the start and end of each incubator year. The indicator we use is **Number of milestones achieved**, where a milestone is an activity to complete or a result to achieve on the path towards the targeted outcome.

Milestones achievement is assessed in dialogue between our in-country Program Manager and the social entrepreneur. For several of the milestones, our global Impact Team validates the assessment by reviewing empirical evidence.

The results below are results for our short-term outcomes.



- Pink line** — The “before assessment” (baseline) i.e. the average number of milestones achieved by our social entrepreneurs in January 2021
- Dark blue line** — The target, i.e. the average number of milestones that we aimed for our social entrepreneurs to achieve in 2021\*
- Light blue line** — The “after assessment” (endline), i.e. the average number of milestones reached by our social entrepreneurs in December 2021

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

## RESULTS

83% of our social entrepreneurs developed\*\* within at least one of the five areas during 2021, and 29% developed within four or five areas. They were able to check off on average 10 new milestones and achieved on average 52% of the targeted milestones across all areas. We observe that the area where social entrepreneurs achieve the most new milestones (on average 3 new milestones) is area **A effective solution** and the fewest (on average 1 new milestone) in area **E system change**.

\* For area **E systems change** we did not set targets in 2021 since we wanted to first gain a better understanding of what they should be.  
 \*\* 24 of 58 social entrepreneurs assessed, excluding (a) 24 social entrepreneurs who participated in the Incubator less than 8 months, (b) 9 social entrepreneurs who followed a different program and (c) 1 social entrepreneur who did not submit data. Distribution between incubator years: 8 social entrepreneurs in their 1<sup>st</sup> year, 9 social entrepreneurs in their 2<sup>nd</sup> year and 7 social entrepreneurs in their 3<sup>rd</sup>+ year.



## IMPACT RESULTS

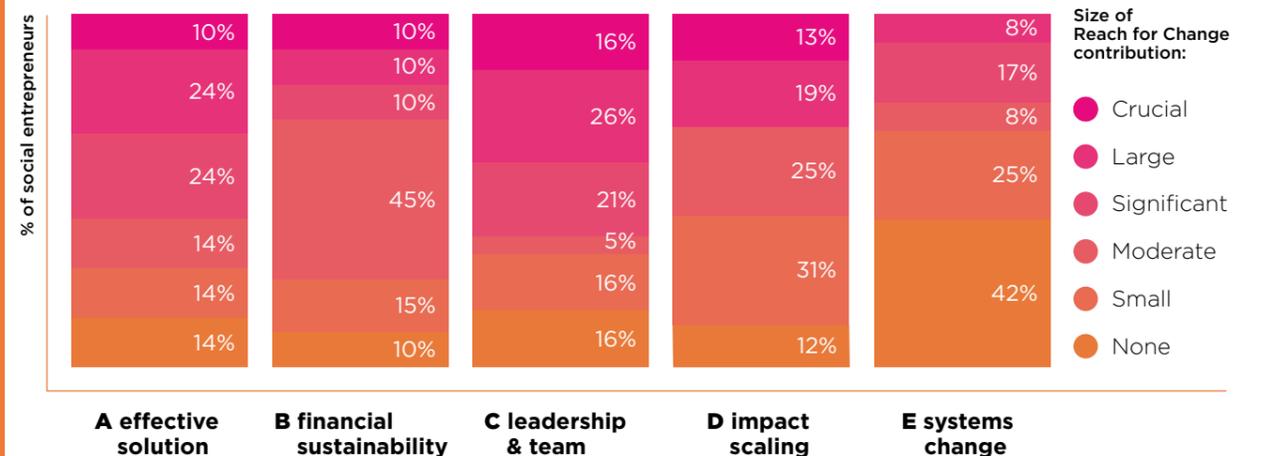
On the previous page we reported on how the social entrepreneurs in our incubator program developed during 2021. In an attempt to capture how much of this development would not have happened without our support - **our impact** - we surveyed our social entrepreneurs anonymously at the end of 2021\*.

**95%** of our social entrepreneurs believe that they would have developed less without support from Reach for Change, and **29%** believe that they would have developed significantly or far less, or stopped operating/never started operating.

Our contribution to our social entrepreneurs' development was reported as the largest within the areas **effective solution** and **leadership and team**. Our contribution was reported as the smallest within the area **systems change**.

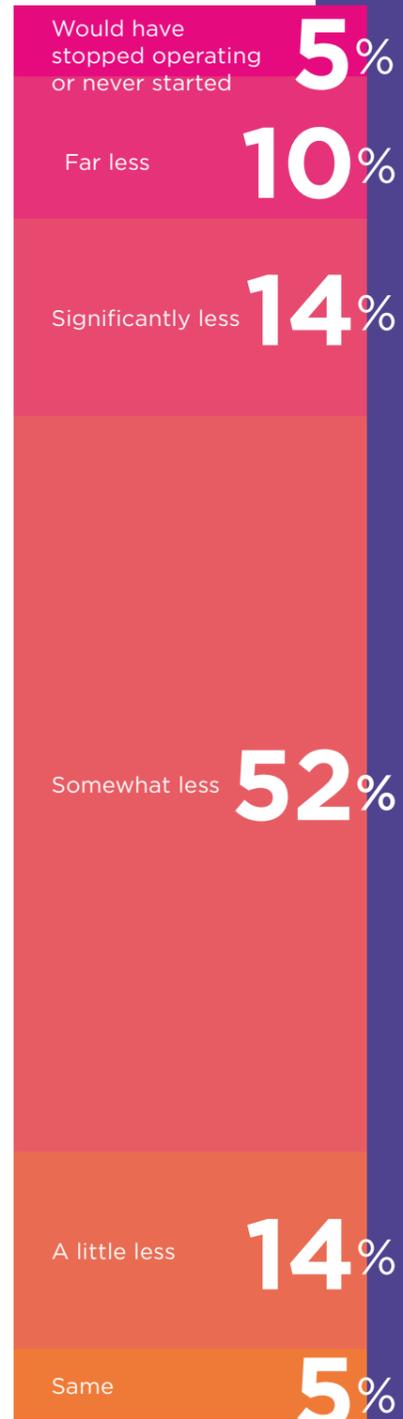
We are happy that a majority of our social entrepreneurs report that Reach for Change also had an impact on their ability to make a positive difference for children and youth - our end beneficiaries. 79% said that we helped them address children's needs more effectively and 71% said that we helped them increase the number of children and youth they reached.

Our contribution to our social entrepreneurs' development was reported as the largest within the areas **effective solution** and **leadership and team**



\*The survey was sent to those who had participated at least 8 months in the core incubator (25 of 59 social entrepreneurs), of which 84% (n=21) responded.

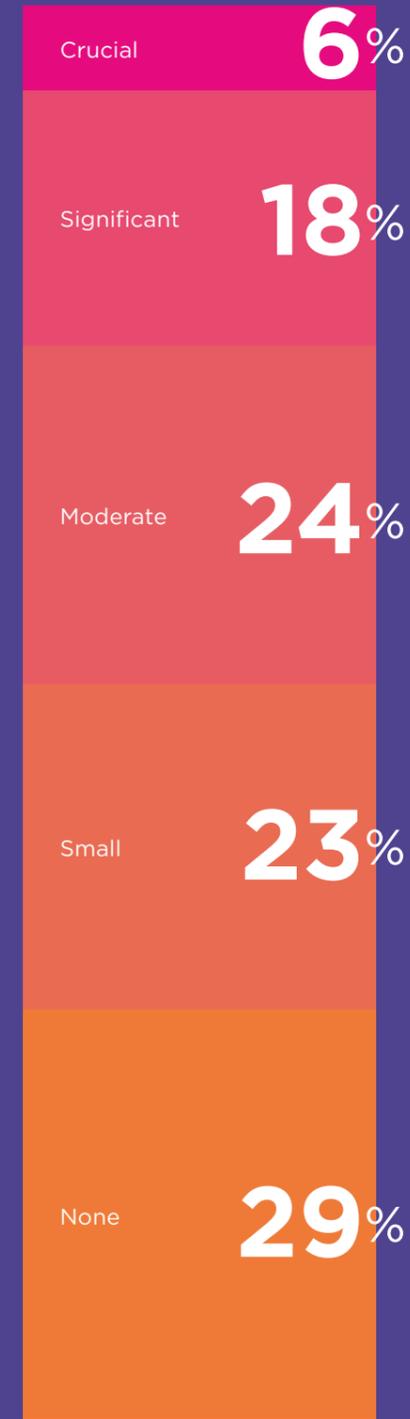
**95%**  
report that they **would have developed less** without Reach for Change



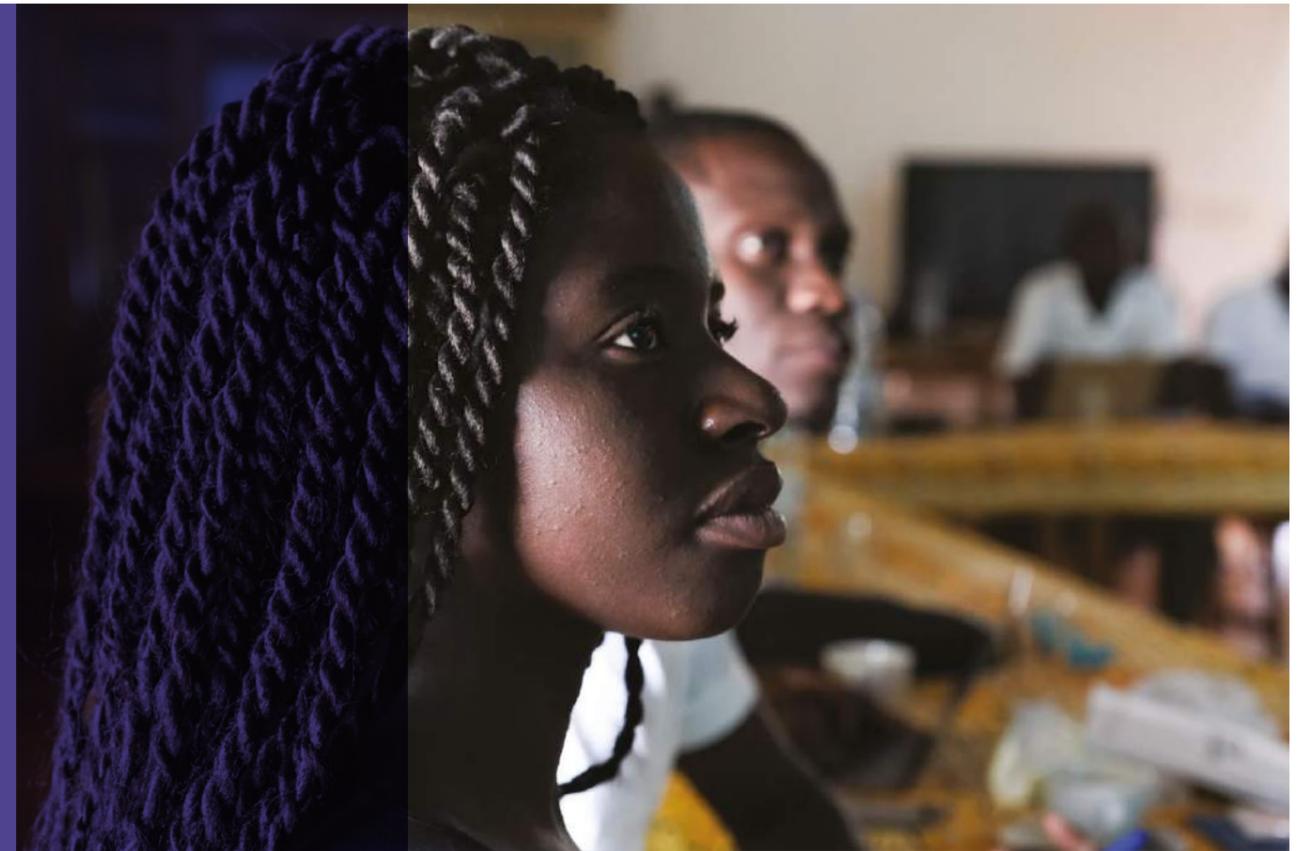
**79%**  
report that Reach for Change made a contribution to their **increased effectiveness** for children and youth\*



**71%**  
report that Reach for Change made a contribution to their **increased reach** for children and youth\*



\*\* The percentages are based on the survey respondents who reported that they increased their effectiveness (n=19) and reached more children and youth (n=17).



## LONG TERM OUTCOMES

Our targeted long-term outcome is that our alumni (the social entrepreneurs that have graduated from the incubator) scale their impact to a significant share of their target group and contribute to fulfillment of the Sustainable Development Goals for children and youth. Our alumni are surveyed every second year as we believe that to be enough to capture fluctuations in the results.

**88%\*** are still in business

A clear majority has continued to scale\*\*:

**93%** reached more children and youth

**86%** increased their revenues

**48%** state that they reach a significant or considerable share of their target group

**92%** report that they would have developed less had they not participated in the Reach for Change incubator

Results from our 2021 Alumni Survey

\*Data collected between Nov 2021 and March 2022 for 208 out of 286 alumni who graduated at least 8 months prior to data collection.

\*\* Out of 286 alumni, 239 were surveyed of which 120 responded (50% response rate)

**388,569**

children and youth reached by **25 social entrepreneurs**

## CHILDREN AND YOUTH SUPPORTED

During 2021, our social entrepreneurs in the incubator and rapid scale program reached **295,606 children and youth** to contribute towards mainly 4 SDGs.

83% of the beneficiaries reached were children (under 18 years old) and 17% were youth (18-24 years old).

Approximately 33% of the children and youth were reached face to face and 77% through a digital tool, through parents or professionals, or through a product.

## AIMING FOR LIVES CHANGED, PROTECTED OR SAVED



Our social entrepreneurs aim to impact children and youth in many different ways. Depending on the character of the social entrepreneurs' intervention, the targeted short-term impact of their work ranges from **lives improved**, to **lives changed**, to **lives protected/saved**.

A life improved in the short-term can mean a life changed (or even saved) in the medium- or long-term. For example, the Lithuanian organization PLAYmath provides fun and practical math education for children. In the short-term this can improve a life, improving their education and interest levels, but in the medium- and long-term, for a certain share of children, this can translate into career paths that would otherwise not have been accessible (lives changed).

The below breakdown is based on the impact that our social entrepreneurs aimed to achieve in the short-term i.e. during their activities carried out in 2021. The impact targeted and potentially achieved beyond 2021 is harder to reliably quantify, especially on portfolio level. Having said that, we always strive to make investments with a high potential for changing, protecting or saving lives either in the short-, medium- or long-term.

**5,437**

children and youth reached by **8 social entrepreneurs**

**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**8** DECENT WORK AND ECONOMIC GROWTH



**10** REDUCED INEQUALITIES

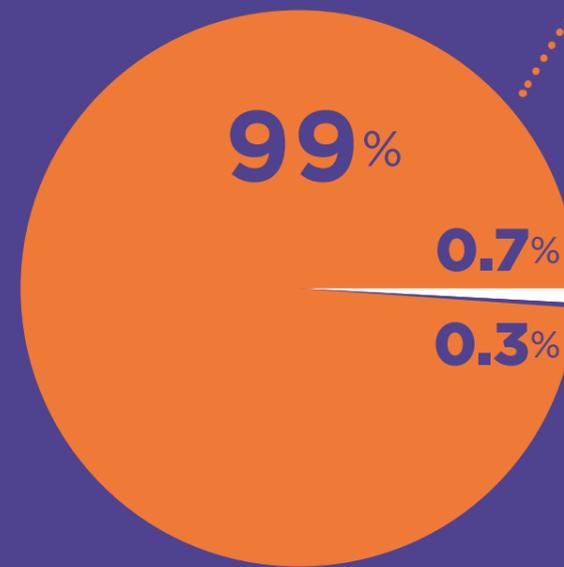


**455**

children and youth reached by **7 social entrepreneurs**

**794**

children and youth reached by **12 social entrepreneurs**



### LIVES IMPROVED

**390,366** children and youth (**99%**) were reached with the aim to change their knowledge, attitude or access to resources, and improve lives

#### Example

PLAYmath (Lithuania) which provides games to teach math in an engaging way

### LIVES CHANGED

**3,400** children and youth (**0.7%**) were reached with the aim to reroute them on a better path, and change lives

#### Example

Trygg Rätt (Sweden) which supports youth to leave a criminal path

### LIVES PROTECTED

**1,850** children and youth (**0.3%**) were reached with the aim to protect them from harm and/or save lives

#### Example

Verim tebe (Russia) which supports and protects children who have been sexually abused

**395,616**

children and youth supported

Another 361 children and youth were reached by 3 social entrepreneurs within SDGs 5 and 16.

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



## MOBILE STORIES

The changing information landscape makes it increasingly difficult to evaluate the credibility of the information being presented to you. Fake news, filter bubbles and the influence of antidemocratic forces can be very difficult to navigate if you do not receive proper support on how to do it. In 2018, the Swedish Schools Inspectorate performed an inquiry to review the quality of the education around critical thinking among youth, especially within the digital field, as well as other sources. The review showed that the critical thinking currently being taught, in Swedish, as well as Social Science, needed to be further developed and with a greater emphasis on digital media.<sup>10</sup>

To address this challenge, Jenny Sköld and Lotta Bergseth started Mobile Stories. Mobile Stories offers a publishing tool that educates young people in media and information literacy, and supports them in producing articles and other forms of media. Mobile Stories supports youth in deepening their subject knowledge, sharpening their communication and increasing their ability to evaluate, discuss and review sources.

Mobile Stories supported 2240 children and youth in 2021. One of them was Robert:

When Robert, 16, started searching for information on youth's sleep he got an explanation as to why it was easier for him to keep up in class when he started school later in the day. With his opinion piece in Mobilestories.se, he drew quite a lot of attention to the matter — both NSD and TTELA\*\* published his article. Both Robert's teachers and friends in Kiruna and his family and friends in his hometown Vänersborg could read in their local newspapers about why youth should start their school day later in the morning. The opinion piece was first published on Mobilestories.se but received more traction with the help of the local newspapers.

"It feels great actually, especially when you've written something yourself. It's always nice to be heard. I feel very proud," he says. From the beginning, the opinion piece was an assignment in Swedish class. However he picked the topic himself.

"We have talked a little bit about it before, about youths' sleep and done some research on it. I really took it to heart

as I have felt that it is a lot easier for me to keep up in class if I have started later in the morning." Robert felt that he had received a lot of help through using the tool. "There were very clear instructions on what was supposed to be included in the text. It was also great that you could receive feedback from your peers. I developed my ability to write an article".

The thought of others reading the article, apart from his teacher, also increased his motivation. "You adjust the language a little more and you are more motivated. If more people will read it you have to have several different arguments, because you are trying to convince a lot more people than just your teacher."

<sup>10</sup> [www.skolinspektionen.se/beslut-rapporter-statistik/publikationer/kvalitetsgranskning/2018/undervisning-om-kallkritiskt-forhallningssatt-i-svenska-och-samhallskunskap/](http://www.skolinspektionen.se/beslut-rapporter-statistik/publikationer/kvalitetsgranskning/2018/undervisning-om-kallkritiskt-forhallningssatt-i-svenska-och-samhallskunskap/)

\* A government agency with the objective to ensure that all children and school students are provided with equal education of good quality in a safe environment

\*\* Local Swedish newspapers from Norbotten and Trollhättan



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

## OUR POCKET HERO

In 2021, there were an estimated 290,000 children and youth living with type 1 diabetes in Europe. In Lithuania, it was estimated that around 900 children and youth were living with type 1 diabetes in 2021.<sup>12</sup> If you are a child with type 1 diabetes, chances are you are being treated with an insulin pump. An insulin pump is a computerized device you attach to your clothing that delivers insulin to the body. This way you do not have to manually inject insulin throughout the day.<sup>13</sup> However, wearing a device attached to your clothing every day causes a new set of challenges especially for children and youth. The free movement becomes limited, your peers can see it and it raises questions. They are limited in their leisure opportunities and most importantly, the device is vulnerable and might be broken during play, which causes serious health risks.

To address these challenges, Simona Koncyte started the organization Our Pocket Hero. Our Pocket Hero creates clothing that ensures the safe carrying of the insulin pump and gives more freedom to move. What is most important, with the help of special pockets, the device is safe and not visible which makes it easier for children and youth to integrate into society.

In 2021, Our Pocket Hero supported 18 children. One of them was Karolina:

Karolina is a fourth grader with type 1 diabetes. "I, as all my type 1 diabetes friends, wear a special insulin pump belt to carry my insulin pump. The belt is problematic because it can open during play, and I bump into things with it while playing. But the biggest issue for me with wearing the special belt, is that others can clearly see it. After purchasing the Our Pocket Hero skirt and 2 t-shirts, I learned that there is another way of wearing your insulin pump. I like the colors, and I realized that living with type 1 diabetes became a little bit easier in general with the new clothes. I learned how to place the pump in the new clothes and I found that they provided me with a safer feeling as well as privacy while wearing my insulin pump. The clothes allowed me to not constantly think about my life companion — the insulin pump. I also found that there was room for me to carry all of the necessary equipment to properly manage my pump. I define myself as a somewhat active girl. With the new clothing I want to play more than I did before. If I can manage my diabetes easier, even just a little bit, I feel happier!"

<sup>12</sup> [www.diabetesatlas.org/data/en/region/3/eur.html](http://www.diabetesatlas.org/data/en/region/3/eur.html)

<sup>13</sup> [www.mottchildren.org/health-library/zx3069](http://www.mottchildren.org/health-library/zx3069)



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



## THE WORLD OF PROFESSIONS

According to the Russian vice prime minister Tatiana Golikova, the number of orphans and children left without parental care in Russia in the beginning of 2021 was around 400,000, with more than half of them staying in foster families.<sup>11</sup> Children who are raised outside the family system are more likely to engage in risky behavior, to be drawn into criminal activities, to have instability in their relationships and to reproduce broken families when they become parents themselves.

To help children and young people in orphanages to integrate in the modern society, to become socially active citizens and find a job they will enjoy, the CEO of the non-profit foundation "Mi vmeste" / "We are together" Yana Arkhipova launched a program "Me in the world of professions." In 2021 the project supported 144 children, one of them was Tanya.



Tanya, who is now 19 years old, has recently graduated from the orphanage. She went to live in the orphanage when she was a teenager and it was very difficult for her to adjust to her new life. Before moving to the orphanage, Tanya lived with her family in a very small village, but a terrible tragedy happened and she and her siblings were left alone. They were taken to a big city and everything was strange and unfamiliar. Tanya barely talked to anyone, she didn't want to study and had a severe psychological crisis. She had no idea how to support herself or live independently and she had no hope for the future. It was in her lowest moment that she discovered the "Me in the world of professions" program that provided professional guidance to youth from orphanages. The project helped Tanya to overcome her doubts and fears and to find new friends. She started to visit different hobby clubs, attended a number of professional excursions and got a broader perspective of different jobs and professions. But what was even more important — she was not afraid to try something new and was eager to choose different internships. Now Tanya is studying in college to become a cook.

"My favorite workshop within the project was about cakes. I learned so many new things that can be used in real life! Not only how to make cakes myself, what tools to use and where to buy them, how to make different types of cream and how to decorate the ready product, but also the financial part — how much I can earn, how to count the net price and to plan the expenses and profit. The workshop helped made me certain that confectionery is something I really like and want to do in the future. Thanks to the project "Me in the world of professions" I started to believe that I can do it and that everything is possible."

<sup>11</sup> [www.tass.ru/obschestvo/10773269](http://www.tass.ru/obschestvo/10773269)



## UNLEASHING THE POTENTIAL OF SOCIAL ENTREPRENEURSHIP TO IMPROVE EARLY CHILDHOOD DEVELOPMENT IN ETHIOPIA

In 2018, we proudly launched a new project in Ethiopia together with our partner IKEA Foundation: “Enabling Social Entrepreneurs in Ethiopia”. This was a three year project focused on the potential of social entrepreneurship to improve early childhood development. An ambitious target was set – to support and nurture 120 outstanding social entrepreneurs who would develop and scale up solutions reaching over 84,000 children and their families in urban and rural settings. The project was implemented in the capital, Addis Ababa, as well as the city of Hawassa. The project was intended to end in June 2020, however due to Covid-19 and the needs of the entrepreneurs during this difficult time, the project was extended to April 2021.

With the support from the IKEA Foundation we were able to run an innovation lab, an incubator and a rapid scale program, as well as initiatives that helped develop the ecosystem for social entrepreneurship. The innovation lab, incubator and rapid scale programs helped develop social entrepreneurs at different growth stages build effective solutions for children and youth. Beyond supporting individual children, the aim was for the social entrepreneurs in our programs to be role models for the emerging social entrepreneurship scene in Ethiopia. Thanks to our experience in other markets, we knew that role models provide convincing evidence of social entrepreneurs’ power to tackle pressing challenges.

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

### MEET THE ENTREPRENEURS

#### YENETTA CODE

Nowadays, children and youth in Ethiopia are growing up in a very different world than just a few years ago. Cell phones, tablets and digital games are now embedded in their daily lives. Although it is one thing for children to know how to use these technologies, understanding the logic behind them is something completely different. To address the issue of children and youth simply becoming passive consumers of technology, Nathan Damtew founded Yenetta Code. Yenetta Code teaches basic computer programming to primary school children from both affluent and underprivileged communities. In addition, they have developed the app “Be Blocky” to further engage children in coding as well as give parents insights into what coding really is.

#### FIDEL TIRU

According to UNICEF, 63% of students in lower primary school do not achieve basic learning outcomes. There are various reasons for this. There is a large number of displaced children in the country, many with undiscovered learning disabilities and challenges with the quality of teachers and educational materials.<sup>14</sup> Despite governmental efforts of increasing funding to education, learning levels have remained low.<sup>15</sup> To address these challenges, Rahel Tsegaye founded Fidel Tiru. Fidel Tiru offers children’s education materials for children from 2-7 years of age. They also provide specially designed educational materials for children with special needs, e.g. autistic children or children with learning disabilities.

<sup>14</sup> www.unicef.org/ethiopia/learning-and-development  
<sup>15</sup> www.riseprogramme.org/countries/ethiopia

“The IKEA Foundation supported Reach for Change because we believe that social entrepreneurs have the power to tackle social and environmental challenges that affect their communities. The results of this program demonstrates the ingenuity of social entrepreneurs in Ethiopia and their ability to develop impactful solutions to improve the health, education and protection of children. These outstanding entrepreneurs have reached 630,000 children and young people through their enterprises, helping them do better in school and improving their opportunities. At the same time, the social entrepreneurs act as role models for others. We are impressed that Reach for Change has developed a social enterprise ecosystem in Ethiopia that can create a better everyday life for thousands of children.



— Patrick Obonyo  
 Program Manager  
 IKEA Foundation



### OUTPUT RESULTS\*

#### ECOSYSTEM DEVELOPMENT

- SEE engaged in membership development, social enterprise policy development, capacity development of members, established networking among members and other like minded actors
- Reach for Change supported the capacity development of SEE to better support their members. We also supported SEE with policy dialogues and drafting of a policy on social entrepreneurship presented to the government
- Reach for Change hosted the World Social Enterprise Forum for the establishment and strengthening of the social enterprise ecosystem in the country

#### CAPACITY DEVELOPMENT

- 10** social entrepreneurs supported in the Rapid Scale program
- 30** social entrepreneurs supported in the Incubator program
- 117** social entrepreneurs supported in the Innovation Lab
- 630,000** children and youth reached through the Incubator and Rapid Scale social entrepreneurs

### OUTCOME RESULTS

As the project came to an end in 2021, we hired an external consultant to perform an end-term evaluation. The purpose of the end-term evaluation was to understand the impact of the project on the targeted social entrepreneurs, children and community at large. The results presented here are the findings from the evaluation as found and reported by the external evaluator. The end-term evaluation covers the years 2018-2021 and therefore not the project as a whole.

56 social entrepreneurs from the different programs participated in in-depth interviews\*\*. Four focus group discussions with women beneficiaries and two focus group discussions with child beneficiaries were held. In depth interviews were also conducted with three coaches, two SEE leaders and three government stakeholders. In addition, data was collected from schools using observation checklists and questionnaires to elicit data regarding learning outcomes and school knowledge.

#### CAPACITY DEVELOPMENT

- 100%** of the innovation lab participants developed their prototypes
- 83%** of the innovation lab participants tested the prototype of their products
- 74%** of the innovation lab participants established their own business
- 96%** of the incubator participants developed effective solutions to the problem
- 92%** of the Incubator participants developed effective business models and ensured financial sustainability
- 89%** of rapid scale participants developed relevant business models and clear strategies for their companies
- 56%** of rapid scale participants have scaled their revenues, from **10%** to **50%**

#### EARLY CHILDHOOD DEVELOPMENT & CARE

Before receiving support from the social entrepreneurs in the various programs, the average monthly income of the women was 411 ETB. After the various organizations implemented their solutions, the average income among the supported women rose to 1260 ETB.

**91%** of the children reached by the social entrepreneurs improved their readiness for school (e.g. through language development and motor skill development).

The social entrepreneurs in the programs contributed to boosting school enrollment to **99%** in Addis Ababa (together with other programmatic efforts made by the government and other education stakeholders).

\* The results presented here cover the time period 2017-2021. The outcome results cover a different time period due to a shift in the internal structure at Reach for Change.

\*\* 23 Innovation Lab participants, 24 Incubator participants, 9 Rapid Scale participants

## EMPOWERING PEOPLE IN BULGARIA TO OVERCOME THE RISK OF POVERTY AND SOCIAL EXCLUSION

In Bulgaria, 33.6% of the population live at risk of poverty and social exclusion. The average for the EU is 21.9%.<sup>16</sup> Poverty and social exclusion are complex issues, often addressed by attempting to treat the symptoms of the issue, rather than developing solutions that eliminate the root causes of the problem. Large societal challenges such as poverty and social exclusion need to be addressed not only at the macro level with well developed policy measures, but also by finding new and innovative solutions to address these complex issues and bring them to scale.

### MEET THE ENTREPRENEURS



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

**54** CHILDREN  
& **5** YOUTH SUPPORTED

”  
It has been very useful for us to participate in the program. We value being challenged because it helped us to start thinking outside the box. The external consultants were very critical and straightforward which was also important in helping us get on the right track.  
— Dessislava Dzhipova  
Executive director, The Social Teahouse

To address these issues, we launched a new scaling readiness program in Bulgaria with ING Bank in 2021. The Open the Circle Scaling Readiness program aimed to develop the capacity of high potential social entrepreneurs with innovative solutions to address causes of poverty and social exclusion in Bulgaria. The overall goal was to support them in developing more effective solutions and prepare them to scale. The selection process was conducted January-April 2021 and the capacity development sessions commenced in June.



Vratsa, Bulgaria, is one of the poorest regions in Europe. For the majority of young people living in the area, there is a severe lack of opportunities for well-paid jobs and professional development. There are almost no functioning large businesses in town, and combined with poor education and a lack of entrepreneurial spirit, these factors are causing young people to leave the area. In response to these challenges, Emilian Kadiiski and Teodor Kostadinov founded Vratsa Software Community. Vratsa Software Community delivers free IT courses to build up the talent and broaden young people's horizons as well as organizing IT events to bring new organizations and software businesses to the city.

**40** CHILDREN  
& **23** YOUTH SUPPORTED

<sup>16</sup> www.ec.europa.eu/eurostat/databrowser/view/ilc\_peps01n/default/table?lang=en

### OUTPUT RESULTS

Through a rigorous 4-step selection process including screening of applications, interviews, and a two-phase due diligence process (involving both local and global experts from Reach for Change, external experts from the business and social sectors, and several ING co-workers), we welcomed two social entrepreneurs into the program.



### HOW WE MEASURE

To measure the organizations' development, a new version of the development tracker — a tool normally used to measure the development of the social entrepreneurs in the incubator — was piloted to measure the entrepreneurs development in the area of impact scaling. The organizations were assessed on four different milestones, with a number of action points within each milestone. If a milestone were to be assessed as completed, all action points within it would need to have been achieved by the organization. The milestones the organizations were assessed against were:

- 1 Solution and business model is scalable
- 2 The scalable model is tested and iterated
- 3 A short to medium term strategy for scale is developed
- 4 There is strong and capable leadership — management, organization and partnerships

### OUTCOME RESULTS

**100%** of the social entrepreneurs developed within at least one of the four milestones.

They were able to check off on average 7 action points and achieved on average 50% of the Reach for Change target action points across all milestones. The social entrepreneurs achieved the most new action points within milestone 1 (Solution and business model is scalable), achieving an average of 4 action points, and milestone 2 (The scalable model is tested and iterated), achieving an average 2 action points.

This was the first time that we implemented the scaling readiness program in this way and with this version of the development tracker, and a lot of learnings have come from it. The key takeaway is that the duration of the support period should be increased. This would provide a longer time frame for the participants to implement the insights and the relevant processes identified during the support period in their practices. Had the program been longer, the social entrepreneurs would have had more time to achieve the various action points and, as a result, the milestones. We are currently developing another scaling readiness program similar to this one and will take these learnings in consideration when we plan the support and measurement tools.

\* developed means progressing on at least one action point

”  
**ING's Community Investment strategy is based on our sustainability direction and our brand, supporting programs that contribute to an inclusive economy — one where everybody has the opportunity and capability to participate. This relates closely to our belief that everybody should have the freedom to do their thing, including those who experience the most barriers. It's a global strategy that will make a positive local impact. I am glad that ING Sofia is partnering with Reach for Change in building our initiative in Bulgaria — Open the Circle (OTC). With OTC's programs we support social entrepreneurs and their long-term solutions. In order to maximize our social impact, we invite our clients to join forces and together make a meaningful change.**



## EQUIPPING WOMEN AND YOUTH WITH BUSINESS KNOWLEDGE TO IMPROVE LIVELIHOODS IN THE BENISHANGUL-GUMUZ REGION

The project “Intervention to increase sustainable livelihoods in Benishangul-Gumuz during Covid-19 and beyond” was implemented in 2021 by Reach for Change, as part of the GIZ Cross-border Collaboration program in Western Ethiopia and Eastern Sudan. Benishangul-Gumuz (BGR) is one of the four so-called emerging regions that face a multitude of developmental challenges. There is a high level of youth unemployment and a low level of education. Technical and Vocational Education Training (TVET) is seen by the Ethiopian Government as a direct route for job creation and building economic resilience in young people in the area. However, people graduate with little practical skills required to run a trade and even fewer skills in the way of entrepreneurial knowledge. While there is an entrepreneurship curriculum involved in the training, it is mostly theoretical with very little in the form of practical application.

The aim of the project with GIZ was two-fold:

- Provide practical and market-relevant entrepreneurship training for TVET and university students and graduates in BGR, and
- Develop the entrepreneurial skills of women-led saving group members to enable them to launch small businesses.

To support the first aim, a number of activities were carried out: curriculum development, a capstone entrepreneurship program to build knowledge and skills, an innovation lab for 15 TVET students who had already developed a minimum viable product, and developing the capacity of the actual institutions. By conducting a full skills gap analysis on the existing training available to students and working with the Entrepreneurship Coordinator in Assosa TVET, we wanted to develop materials that were contextualized, relevant and suitable for the teaching environment.

To support the second aim, we developed and piloted a program for women who were members of women saving groups. Women saving groups consists of women who meet on a monthly basis to contribute money for savings, with the purpose of accumulating enough money to loan to one another or invest in income-generating activities. We provided targeted and contextually relevant capacity development support (including one on one mentoring and group training) to improve members of saving groups’ entrepreneurship skills, financial management, market access and developing sustainable business models based on their needs.

The project implementation was carried out from November 2020 to July 2021 and was to be considered a pilot project.



“Reach for Change is really implementing the TVET strategy. Before this training, I never had any opportunities in practical entrepreneurship training. I hope this [program] will become a guiding document for Assosa Polytechnic college.”

— Trainer

### OUTPUT RESULTS

- 11** training videos that can be used to supplement ToT (Training of Trainers) for TVET teachers
- 398** TVET and university students trained to build their entrepreneurial knowledge and skills
- 15** TVET and university students (selected from the 398) supported to create their own minimum viable product (MVP)
- 13** students supported to establish businesses from a developed MVP
- 30** women saving group members supported in capacity development program



### OUTCOME RESULTS\*

94%  
100%

of the TVET students and all (100%) of the other program respondents confirmed that they had improved their capacity to start and manage a business.

At a project level, a total of 88% of the participants confirmed that they had improved capacities to start and manage their business.

of the innovation lab participants initiated their business. In the women saving group, 97% of the participants managed to initiate or diversify their business. 38% of the business readiness participants started, diversified or expanded their business due to technical and financial support received from the project.

The overall objective of the project was to improve the livelihoods of the local population in Benishangul-Gumuz Regional State and promote economic development. We believe that the first step in doing that is to build the skills of the population to foster economic development. We are therefore pleased with the results of this pilot project and look forward to following the development of the region where we can hopefully play an even greater role in the future.

\* According to the internal assessments and external endline evaluations the project achieved the following results. (385 boot camp training participants (TVET students), 15 innovation lab participants, 13 business readiness participants and 29 women saving group members participated in the assessments.)

“We never thought of making loss and profit even though we engaged in marketing activities before the training provided by Reach for Change.”  
— Group member



## PROMOTING NEW INITIATIVES FOR MATERNAL AND NEWBORN HEALTH IN SENEGAL

The Innovating for Mothers Challenge was a program initiated by Mothers at Risk and the Ella Fund in partnership with Reach for Change in Senegal. Launched in 2020, the program found and supported innovative and entrepreneurial initiatives for maternal and newborn health in Senegal that were ready to grow their impact.

Three finalists were selected, all receiving support in pitching:

**Corpus Médical.** An organization that produces enriched flours and provides home consultations to women and children. Services include medical consultation by a doctor, midwife or nurse, as well as biological samples. The enriched flour that they produce provides nutritional support for children under the age of five and for pregnant and lactating women.

**Njureel.** An organization which created the first ever call-center for psychological and medical consultation in Senegal. They have developed a technical solution which allows everyone, wherever they are, to call and have a health professional on the phone. This service increases the proximity between doctor and patient and ensures the continuity of patient follow-up outside of appointment hours.

**The Agora Association.** Through its “Keur Yaye” initiative, this organization identifies pregnant women and women with high-risk pregnancies by participating in women’s groups, weekly talks in health posts in the villages they target, and through referrals from health professionals. Many women have a hard time paying for transportation to the hospital and for those without family in the city, lodging can be very expensive. Agora offers these women dedicated transport and lodging in proximity to obstetric hospitals to ensure they receive the care they need at the time of delivery.

A tough final decision had to be made, and The Agora Association was picked as the winner, receiving 20,000 euro and a place in an incubator for one year. The other two finalists each received 5,000 euro.

Three take-off sessions were organized with Agora to discuss expectations, plans for organizational development and for social impact. Following a organizational assessment, it was noted that Agora needed to be supported in developing an inclusive business model that would guarantee its sustainability and financial autonomy, as well as a marketing strategy to promote its activities on a larger scale.

### OUTPUT RESULTS

**3 FINALISTS & 1 WINNER** in total 3 social entrepreneurs supported

A total of **30,000 €** paid in grants



Agora received **5** training sessions and **10** online coaching sessions

All 3 finalists received support in pitching their idea, and Agora as the winner received support in developing their business model and measuring their impact.



### OUTCOME RESULTS

The project had one overall outcome which was increased innovation, productivity, profitability and impact of social entrepreneurs. This outcome was measured using mainly two indicators:

**The selected social entrepreneur (joining the incubator program) achieves targeted development milestones.**

- Milestones were set for Agora in the five development tracker areas (effective solution, financial sustainability, leadership & team, impact scaling and system change). It was targeted that Agora would achieve 40 milestones across the various areas\*.
- Of the 40 targeted milestones, the Agora team fully achieved 24 milestones, partially fulfilled 10 milestones and started working on 6 milestones. They showed progression in all five development tracker areas.

**100-150 pregnant and postpartum mothers benefited from the innovative solution**

- Agora did 89 home visits reaching a total of 269 women. Of these, 25 were pregnant at the time of the visit. They also conducted 30 awareness raising sessions about maternal health and about the services they offer. 300 women between 17 and 50 years of age participated in these sessions. 111 women have registered and are interested in using the services offered. So far only one woman has used the maternal house. Looking at the number of women that have registered there seems to be potential to increase the number of women benefiting from the solution in the short-term.

Using an end of project survey, we asked Agora what would have been the consequences of not participating in the program. They responded that their project would have developed significantly less, that there would have been delays in the start of the service delivery and that their business model would not have been as strong.

Agora also rated their overall satisfaction as a five on a scale from one to seven and expressed that they would highly recommend the program to others. The survey showed us that Agora was very satisfied with the program and thought that it contributed to their growth and development in a significant way.

\* 12 in effective solution, 12 in financial sustainability, 9 in leadership & team, 4 in impact scaling and 3 in system change

## DEVELOPING ENTREPRENEURIAL SKILLS FOR INFORMAL BUSINESSES IN GHANA

In 2021, we started implementing a new coaching program for informal businesses with GIZ as part of their WIDU program. The WIDU program has been developed by GIZ for the informal business player to improve his/her economic situation in a sustainable way. By providing grants and coaching measures to African entrepreneurs, WIDU ensures the diaspora’s money is utilized effectively to unlock the economic and social potential of African small businesses. After a thorough vetting process and conducting a needs assessment in 2020, the project was officially launched in 2021. We built a coaching program that aimed to develop the capacity of the business owners, especially those in the informal sector. The focus is to help them to structure their business operations while equipping them with the requisite skills to build effective and sustainable businesses. The business owners are taken through the nine building blocks of the business model canvas, coached on its importance, and given templates for basic bookkeeping to help them track their expenses and revenues. The support is split over three site visits to each entrepreneur, combined with implementation assignments that were to be completed by the entrepreneur before the next visit. The overall goal of the program is to develop the entrepreneurs’ skills and understanding of what it takes to run a successful business. As this is still an ongoing project, the results presented here will be presented as what we have achieved “so far” as we await the final evaluation.



While Ghana is full of entrepreneurial and innovative solutions, there are challenges to the growth of Micro-, Small- and Medium-sized Enterprises (MSMEs) and local businesses that are being exacerbated by Covid-19 and the fallout from the pandemic. Supply chains are being interrupted, distribution is a challenge, businesses are struggling to take advantage of online opportunities and customer bases aren’t used to accessing services in the way they are now being compelled to do. This has created a number of challenges for local business, such as liquidity problems, reduction in revenues and inadequate managerial and entrepreneurial skills to pivot their business models in response to the pandemic.

### OUTPUT RESULTS

As of December 2021,

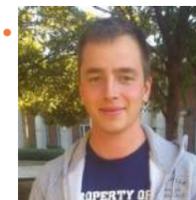
**183** participants had been reached through the program

In total,

**283** coaching sessions were conducted

### OUTCOME RESULTS

As this is still an ongoing project, we are still waiting for the final evaluation. We look forward to sharing these results in a future report!



— Till Schmeing  
Project Officer WIDU

”  
**At WIDU, we aim to ensure the effectiveness of money transfers from the diaspora into micro and small business by providing business coaching and further financial support.**  
**In the context of Ghana, WIDU works together with Reach for Change to provide coaching to Ghanaian companies. Therefore, we maximize the impact of the remittances and unlock the economic and social potential of small businesses.**

## SUPPORTING INNOVATIVE AGRICULTURAL PROJECTS IN SENEGAL

In 2018, Reach for Change, supported by Kosmos and as part of the Kosmos Innovation Center (KIC), launched the Senegal Start-Up Accelerator. The Senegal Start-Up Accelerator was a pilot national competition for young entrepreneurs working on innovative agricultural projects in Senegal. The overall goal of the project was to improve the lives of farmers, their local communities, and children, while having a sustainable impact on the environment. The project would do this by selecting the most innovative solutions to challenges facing farmers and fishermen in Senegal, and support them to develop into sustainable social enterprises with lasting and scalable positive impact.

The project was run in two phases. Phase 1, run in 2018-2019, supported ten agribusiness entrepreneurs to refine their business models. Five of these ten entrepreneurs also received a 2,000 USD grant each and a rigorous six month support program to help them grow their business and deepen their social impact. Phase 2, run in 2020-2022, sought to introduce new features such as innovation workshops to help young people develop their concepts and to increase the number of people receiving pre-selection support. In addition, we planned for the financial and non-financial support for entrepreneurs in the accelerator to be increased to a minimum of twelve months and include a wider range of needs-based support. However, the Covid-19 pandemic made it impossible to organize activities where entrepreneurs and experts could meet in person. Like many businesses, a majority of the entrepreneurs from phase 1 were deeply affected by the pandemic with lack of turnover, unsold products and travel restrictions that posed serious threats to their business survival.

Because of this the KIC, team decided to dedicate phase 2 to continued support to the cohort from phase 1. In our Covid Resilience Program we provided non-financial support for twelve full months and financial support of USD 10,000 each to help the entrepreneurs survive the pandemic. Towards the end of phase 2 (in August 2021) we launched a new short program to continue the support and increase brand awareness of KIC in Senegal.



”

It has been very exciting to have worked with the Reach for Changes team to support young entrepreneurs in the field of agriculture. The team's ability to adapt allowed us to continue the work and to have convincing results during the period of restrictions linked to Covid-19.



— Mamadou Mar Faye  
External Affairs and CSR Manager  
Kosmos Energy Senegal



”

Had I not received accelerator support, I wouldn't have focused on just the one product. The program made me the entrepreneur I am today. Today, entrepreneurship is my main activity and that is thanks to the program.

— Program participant



### OUTPUT RESULTS

#### PHASE 1 ACCELERATOR SUPPORT

Supported ten agribusiness entrepreneurs to refine their business models

Five participants received six months acceleration support

**100%** of participants were deeply satisfied with the support provided

**100%** of entrepreneurs were able to launch a new product/service after the program

#### PHASE 2 COVID-19 AND MARKETING SUPPORT

In 2020, four social enterprises received Covid-19 specific support to stabilize their business.

In 2021, four social enterprises received marketing support to boost their sales.

**100%** of the participants said that they were satisfied with the support (75% were very satisfied).

**100%** of the participants said that the support was very significant for them in terms of addressing beneficiary needs, continued operations and adapting methods of delivery.

### OVERALL RESULTS

The results presented here are overall results for the entirety of the project, 2018-2022. To understand how much the program participants benefited from the project, we conducted an endline survey with the four social enterprises participating in all phases.

**100%** of the participants said that their participation in the program helped them overcome major challenges (greatly **75%**, considerably **25%**), e.g. dealing with customers and challenges in production and marketing development

**100%** of participants reported that their solution became more effective due to their participation in the program. **50%** stated that the program had made a significant contribution and **50%** stated that the program had made a crucial contribution to this

”

This support helped us to have the best orientation about our business, it was the solution for us to redirect our business model.

— Program participant

**100%** of the participants said that have been linked with at least one useful person or opportunity that helped them to establish collaboration or partnership

**100%** of them said that the program greatly contributed for the following areas:

- to increase their organizational credibility
- to open doors for opportunities
- to believe in themselves more

**100%** of program participants said they were satisfied with the support they have received

**100%** of program participants indicated that they highly recommend the program to others

# ECOSYSTEM DEVELOPMENT

## A HEALTH-CHECK OF THE NORDIC SOCIAL ENTREPRENEURSHIP SECTOR

In 2021, we rolled out the full scale Nordic Changemaker Map together with Ashoka Nordics. The Nordic Changemaker Map is a pan-Nordic initiative that reports on the health of the social entrepreneurship sector. The mapping was performed in Sweden, Finland, Denmark and Norway as well as a pan-Nordic comparison. The core objectives of each national map, and the pan-Nordic analysis, were to identify key actors, understand status quos, and identify the desired state for the sector. It aimed to deepen insights into what support mechanisms need to be enhanced and can be used as decision-making tools for stakeholders eager to strengthen the ecosystem.

### OUTPUT RESULTS



## Shedding light on the social entrepreneurship field

### OUR FINDINGS

The goal for the Nordic Changemaker Map has been to take a health-check on the Nordic changemaker scene, diving into pressing questions such as what challenges a changemaker faces, which support mechanisms are most effective and what collaborations are most fruitful for them. This will help the sector make well-informed decisions on how to best support them.

Each national report shares a treasure of insights, trends, recommendations, strengths and vulnerabilities of Nordic changemakers. And while each country carries its own specific characteristics, there are several overlapping themes that emerge when analyzing all the countries' reports:

#### #1 NORDIC CHANGEMAKERS ARE MOTIVATED BY PERSONAL EXPERIENCE AND WANT TO DISRUPT THE STATUS QUO

The “why” behind becoming a changemaker holds a pattern across the Nordics. A majority of Nordic changemakers start their initiative because (a) they have a personal experience with the challenge or (b) they are frustrated with the system and feel a moral obligation to challenge the status quo.

#### #2 NORDIC CHANGEMAKERS NEED COMMUNITIES FOR SCALING IMPACT

Changemakers often pave new and untested paths in society: they must undertake unconventional methods to solve complex societal challenges. Many of the engaged changemakers indicated that communities and networks support the field through (1) ability to scale impact, (2) growth of skills and knowledge and (3) a sense of common language and safe spaces.

#### #3 NORDIC CHANGEMAKERS ARE HYBRID PLAYERS

Changemakers are at the forefront showcasing the various skills required in shaping a more inclusive, equitable and sustainable future. One of these skills has arisen in the maps, namely that of being a hybrid player. There is an essential need to build stronger cross-sectoral partnerships (especially shown in the Swedish map) and a strong will to contribute to growing the community of diverse stakeholders and willingness to work across sectors (especially shown in the Finnish map).



**For me, not working to fulfill my values would mean my well-being would suffer.**

— Jasmina Amzil  
Young Finnish Changemaker  
Director Ruskeat Tytöt ry

**At first, nobody wanted to speak to us. Today, when we enter, for example, Botkyrka Kommun, I'm almost treated like a queen. The difference is extremely big between being unknown to known and “approved” by others first.**

— Victoria Escobar, Changers Hub

**I've noticed a huge difference of attitude on uncertainty between social entrepreneurs and the private sector. For example, I sit on the board for a social enterprise with many board members from the private sector. They get stressed if they have a runway (cash flow) of 12 months, while we in the non-profit and social entrepreneurship sector are used to working on a 4-month cash flow. Then I usually tell them, “Welcome to our world”.**

— Sara Damberg  
Hugo Stenbecks Stiftelse and former CEO of Reach for Change

### WE ARE JUST GETTING STARTED

The real impact of the Nordic Changemaker Map starts now. It aims to:

- Serve as a springboard to connect individuals and organizations
- Provide a deeper and wider understanding of the needs and challenges faced by changemakers
- Assure more informed decisions by investors, governments and other institutions as the field evolves and continues to influence change on a national, regional and international level

## BOOSTING THE DEVELOPMENT OF THE FINANCE MARKET FOR SOCIAL ENTREPRENEURS IN BULGARIA

In January 2021, Reach for Change launched a new initiative in Bulgaria funded by the European Commission, under EASI (Employment and Social Innovation), called "Valley of Growth". Right now, there is an evident gap in the ecosystem in Bulgaria when it comes to financing social entrepreneurs. The funding is available, however there is a large portion of the social entrepreneurs in the country that do not have access to the available funding opportunities. There are several reasons as to why this situation has occurred in the ecosystem.

Currently, the available funding is divided into two categories, start-up grants and micro loans between 5000 and 50,000 BGN and some funding opportunities from venture funds coming in at 500,000 BGN. However, if you are a small enterprise in the Early growth stage, there is no funding available that sits between those two categories. You have used the smaller grant funding, but your business is still far too small and not scalable to appeal to other potential providers of capital (venture funds). There is also a catch 22 in that there are investors that are interested to fund but cannot find social entrepreneurs to invest in, and there are social entrepreneurs who desperately need funding but cannot access what is available because it is not "for them."



To address these challenges, Reach for Change formed a consortium with Forbes Bulgaria, Unicredit Bulbank, The Business Institute, ING Bank Bulgaria, and Municipal Guarantee Fund for SME Sofia. Together, we set out to identify how to bridge the "gap" in the social finance market. The goal of the project is to design a financial instrument to support social entrepreneurs and an investment readiness program for early-growth social entrepreneurs in Bulgaria.

By the end of the project, the aim is to know what the financial instrument should be (e.g. debt, equity etc) and have a strategy for implementing it. In addition, there will be an investment readiness program developed to make these social entrepreneurs ready for the type of investment provided through the new financial instrument.

As part of the efforts to increase awareness and develop critical knowledge in the field of impact and social finance, we have developed a dedicated impact community around the project, gathering social entrepreneurs, investors and various stakeholders in the ecosystem.

The project is still ongoing as we write this report and we look forward to communicating the full results when finalized. Outcome results will therefore not be communicated in this report. The results showcased here are therefore to be viewed as what we have done and what we have accomplished "so far."

### OUTPUT RESULTS

- Mapping of early-growth social entrepreneurs in Bulgaria
- Analysis of the financial and non-financial needs and resources of early-growth social entrepreneurs in Bulgaria
- Overview and lessons learned from the past and present provision of financial and non-financial support schemes to social enterprises
- Analysis of regulatory factors and key drivers shaping the social enterprise sector
- 4 international mutual learning workshops
- Kick off event of the impact community



## ENABLING YOUNG PEOPLE AND WOMEN LIVING IN POVERTY TO ADVOCATE FOR THEIR RIGHTS IN GHANA



In 2020, we launched a new project funded by Forum CIV, together with Social Enterprise Ghana (SE Ghana) with the aim of empowering young people and women to access skills, information and government services, in order to achieve their economic rights, an improved standard of living and create sustainable livelihoods. The goal of the project was to enable young people and women living in poverty to advocate for and gain access to government services that should be made available to them to become sustainably self-employed or start a small business. From previous projects with SE Ghana, it became clear that action was needed to transfer skills and knowledge from the capital city to different regions. Subsequently, SE Ghana has elected regional leads who are responsible for mobilizing members in the various regions and representing their voice at a national level. However, what has been clear from the start is that their capacity and level of expertise varies from region to region, with some organizations being very nascent with weak support backgrounds.

We set out to support SE Ghana to build the capacity of their regional leads to deliver training and to increase the skills of youth, especially women, to advocate for and access services and incentives from the government to achieve their economic rights. This included support to obtain information from duty bearer agencies such as the Ghana Enterprises Agency (GEA – formerly NBSSI), National Entrepreneurship and Innovation Program (NEIP), Social Security and National Insurance Trust (SSNIT) and other state institutions tasked with supporting young people.

As the end of the project grew closer, we realized a need for a phase 2 of the project to bring it to more regions than the initial 8 that were supported in 2020. The aim for phase 2 is to expand the project from regionally based implementation, to a national program with a national advocacy focus. Phase 2 was launched in 2021 and will continue throughout 2022. As this is still an ongoing project, the results presented will be presented as what we have achieved "so far" in phase 2 as we await the final evaluation.

### OUTPUT RESULTS

**12** SE Ghana regional leads participated in an advocacy Training of Trainers. The focus was on equipping them with the requisite advocacy training skills to train their beneficiaries in their respective regions.

**12** feedback sessions were organized by each regional lead in their respective regions. The purpose of the sessions were to give the 575 beneficiaries an opportunity to present their feedback to duty bearer representatives on the effectiveness their services provided, the information they received from them during the policy dialogues as well as an opportunity to air grievances and suggest improvements to the duty bearer institutions.

**575** beneficiaries (75% women and 25% men) completed the advocacy training organized by the regional leads.

### OUTCOME RESULTS

As this project is ongoing and the final evaluation of this project has not yet commenced, we do not have outcome results at this stage. However, there was a baseline study with 346 participants conducted in phase 2 that demonstrated the need for the project.

**15%** mentioned that they had the opportunity to provide feedback to duty bearers on the service provision and suggest areas of improvement.

**57%** of the respondents said that they had information about the available services for women and youth entrepreneurs. However, among those who have the information, as many as 67% indicated that it was not sufficient.

**17%** said they had accessed or utilized the services and benefits provided by government agencies and departments.

SE Ghana improved their capacity for advocacy work by developing and implementing regional advocacy plans and establishing regular dialogues with duty bearers in their different localities. These dialogues serve to ensure women, youth and persons with disabilities get to shape the advocacy made by SE Ghana towards relevant government institutions. In addition to this, direct feedback sessions were organized between duty bearers and the target group so that they could give feedback directly to the representatives of the duty bearer institutions on how their attempts to claim their rights fared and also offer feedback on areas of improvement.

## NEW OPPORTUNITIES TO MAKE IDEAS A REALITY IN SOCIOECONOMICALLY DISADVANTAGED AREAS

Sweden has a strong ecosystem for social innovation, however too many are excluded from it and have limited opportunities to access the knowledge, expertise and resources that are available. Part of the reason is that communication from established support actors doesn't reach all areas of the country. Another part of the reason is that more often than not, social entrepreneurs from socioeconomically disadvantaged areas do not trust the established support actors, because they are deemed unsuitable for support simply because of their socioeconomic background. This was also shown in a quantitative analysis of our own application data that tells us that we have received fewer applications from socioeconomically disadvantaged areas. Therefore, in 2020, the Reach for Change country strategy for Sweden was launched with a goal of democratizing social innovation.

This is why we, the same year, entered into a partnership with BLING, an organization founded by people from socioeconomically disadvantaged areas in Stockholm with a network reaching several similar areas across the country. The partnership sought to strengthen the local knowledge to scale ideas for a better society. Through further developing BLING's well-thought-through initiative För-orten, together we set out to bring it to a national level in 2021 and reach social entrepreneurs not only in the Järva area but across the country.

För-orten inspires and gives more entrepreneurs and social entrepreneurs from socioeconomically disadvantaged areas the possibility to make their ideas a reality in two categories: For Women and For Society. By connecting the competition and the Reach for Change selection process to the Sweden incubator, a focus was also put on those organizations with solutions focusing on children and youth. The competition consisted of a business crash course phase, i.e. online lectures with experts from Reach for Change and BLING as well as other external partners. The next phase was individual coaching with experts with a select number of participants with a strong and high potential business model. In the final phase, the entrepreneurs with the highest potential pitched in front of a jury consisting of several entrepreneurs, social entrepreneurs and business leaders. The finalists pitched for prize money and other services (e.g. advice from partners).



### OUTPUT RESULTS

- More than **500** ideas submitted  
3% Stockholm area, 21% Gothenburg area, 12% Malmö area, 14% other areas
- 200** teams invited to business crash courses and
- 125** business plans submitted as a result
- Out of the 125, **28** teams were selected for individual coaching sessions
- 6** teams selected to pitch for the final jury, competing for first, second and third place in both categories
- 4** teams selected to join the Reach for Change incubator  
one of the 6 finalists in För-orten, the remaining 3 teams were selected through a separate vetting process

**The business crash courses have given me useful knowledge about multiple aspects of starting and developing a business. It also pushed me to finally write a business plan!**

— Participant

### OUTCOME RESULTS\*

- 86%** have gained at least one new contact from their participation in För-orten
- 100%** report that För-orten has contributed to them believing more in their ability to turn their idea into reality
- 86%** report gaining new knowledge through the individual coaching sessions that will support them in their work going forward
- 95%** are satisfied with the support they have been offered through För-orten
- 95%** would recommend a fellow (social) entrepreneur to participate in För-orten in the future

\* The results are based on a survey that was conducted with the 28 teams that went through all the phases of the competition. The response rate was 79%.

**Our coach gave us great tips and feedback that was to-the-point and easy to understand.**

— Participant

This collaboration and the results coming from the competition is a first important step on the journey to democratize social innovation. By building the know-how of entrepreneurs and giving access to support measures that have previously not been available to certain groups of entrepreneurs, we hope to spread awareness of the untapped potential of entrepreneurs working in areas not usually perceived as innovative.

## STRENGTHENING THE ECONOMIC POSITION OF FEMALE SOCIAL ENTREPRENEURS

There are many structural and socio-economic barriers that hamper female social entrepreneurship. Discrimination and structural barriers take the form of gender pay gaps, lack of access to financial capital, industry gender bias such as the normative definitions of scale and impact. In addition, barrier such as discrimination, stereotyping, representation and lack of role models and networks imply challenges for female social entrepreneurs.

To address these challenges, we launched The Women Leaders initiative together with the independent think tank, Global Challenge, and the support of the Swedish Institute. The goal of the Women Leaders initiative was two-fold; to develop the capacity of female social entrepreneurs in order to strengthen the economic position of women, as well as develop the ecosystem to create a more stable and inclusive society for all.

The first phase of the initiative was a mapping of structural obstacles that female entrepreneurs face today with the aim of increasing the level of understanding and awareness about the issue, both within the sector and beyond. In a survey performed with 82 female social entrepreneurs from the Reach for Change network and the SI network, 72% of the respondents reported that it was not easy building their startup capital. 46% agreed with the statement that they had greater challenges compared to their male counterparts because they take a larger role at home. Almost 50% of the respondents in the phase 1 mapping reported having experienced obstacles in their entrepreneurial journey specifically related to them being a female entrepreneur.



Building on the outcome of the data collected in phase 1, phase 2 focused on 1) further capacity development of female social entrepreneurs and 2) advocacy work on a local as well as international level. The capacity development program targeted female social entrepreneurs who had potential and a strong impact on their communities. The capacity building was focused on providing them with supportive peer networks, peer to peer learning opportunities, advocacy participation, network building and leadership development. The advocacy work sought to highlight issues of unequal capital distribution among entrepreneurs on a structural rather than individual level.

## OUTPUT RESULTS



- 82** female social entrepreneurs surveyed in phase 1 mapping
- 5** in-depth interviews with investors and 1 researcher
- 3** round tables conducted
- 1** anthology written by 15 authors
- 1** digital launch of anthology attended by 44 women and 3 men
- 1** international op.ed published
- 2** written statements on the occasion of the annual High Level Political Forum and the sixty-sixth session of the Commission on the Status of Women 2022
- 8** female social entrepreneurs participated in the capacity development program

” **The Women Leaders Program is a great opportunity that every social entrepreneur would wish to be part of and I do not regret joining even for a second.**  
— Participant in the capacity development program

## OUTCOME RESULTS

### CAPACITY DEVELOPMENT PROGRAM\*

When we set out the goals for the capacity development program of the Women Leaders initiative, the two main goals that we wanted to achieve were that the women had 1) improved their leadership skills and 2) increased their capacity to navigate the barriers and opportunities of being a female social entrepreneur.

**80%**

of the respondents are overall very satisfied with the program.

**80%**

of the respondents reported that they had either largely (5) or greatly (6) developed their leadership skills.

**80%**

of the respondents report that the Women Leaders program made a crucial contribution to developing their leadership skills.

**80%**

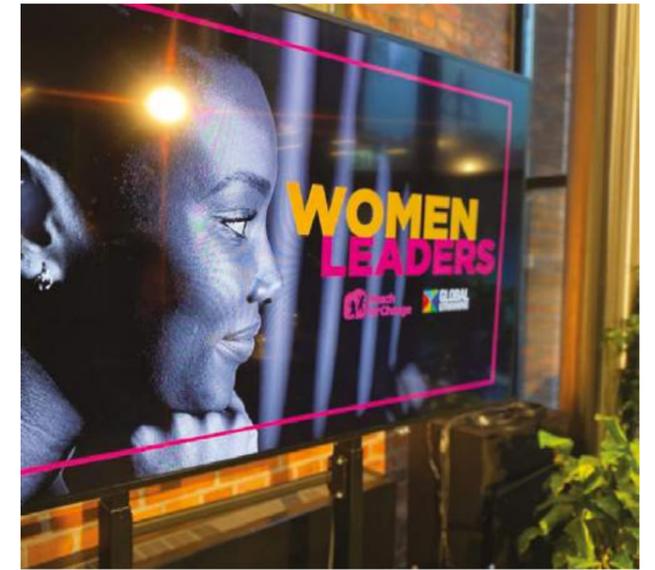
of the respondents reported that they were either Largely better equipped (5) or Greatly better equipped (6) to tackle the barriers often faced by female social entrepreneurs.

\* Five of the eight women responded to the survey, giving us a response rate of 63%

## ADVOCACY WORK

**Increased knowledge on obstacles and good practices for supporting female social entrepreneurs.** Both the mapping of structural obstacles in the first phase, and the anthology in the second phase contributed to an increased knowledge on both obstacles that female social entrepreneurs face but also what needs to be done to support them.

**Increase public knowledge of key debates in development through media outreach.** In line with this target, we have gotten opinion pieces published in relevant publications, we have participated in global summits as well as contributed with written statements to the UN Economic and Social Council's High-level Political Forum and the Commission on the Status of Women. This also contributed to the expected result of increasing awareness among policymakers on barriers for female social entrepreneurs.



### Increasing awareness among policy makers.

By arranging roundtable discussions and side events during the 59th Session of Commission for Social Development we were able to create arenas where policymakers listen to real experts (female entrepreneurs, researchers and representatives from civil society) and create opportunities for increasing awareness.

**Increasing access to important networks for female social entrepreneurs.** In addition to the social media campaign running throughout the project, we have focused on always inviting female entrepreneurs to roundtables and other events to strengthen and expand networks.

” **The Women Leaders initiative combined Reach for Change's deep knowledge and network of social entrepreneurs with Global Challenge's experience and knowledge of advocacy in a successful way. Together we have raised awareness on the structural issues of economic gender equality as well as reached women social entrepreneurs.**



— Tove Ahlström  
CEO of Global Challenge

# PARTNERING FOR CHANGE

## A LIVESTREAMING SERIES ON HOW SOCIAL ENTREPRENEURS AND PARTNERSHIPS CAN CONTRIBUTE TO ACHIEVING AGENDA 2030

As the urgency to meet the UN Sustainable Development Goals by 2030 intensifies, local social entrepreneurs have an important role to play. The solutions they offer help us tackle our shared challenges in more effective and systemic ways. But they cannot do it alone. In order to flourish and scale, they need a nurturing ecosystem and strong partnerships.

With our Partnering for Change initiative, we at Reach for Change want to build a platform where together we can challenge our mindsets on how to leverage social entrepreneurship and partnerships to accelerate the speed towards Agenda 2030.

Partnering for Change started in 2018 in Stockholm, Sweden where we gathered doers and thinkers from the social, business and public sectors. We offered the audience a full day of inspiring keynotes, panel discussions and breakout sessions to share insights and exchange knowledge. Since then we have arranged similar Partnering for Change events in several of our markets and in different formats.

In 2021, we curated a Partnering for Change virtual series where we hosted four thematic sessions. We invited innovators, business leaders and experts from all over the world to take part in our discussions. All with one thing in common: they want to contribute to a more sustainable world and they have new perspectives and inspiring ways to do so.

Our 2021 series was visited and watched online or on demand by more than 1000 people from different parts of the world.



01 **Gender equality**  
18. 03. 2021

In partnership with **Danske Bank**  
Keynote speaker: **Katrine Marçal**, a journalist and an award-winning author, who published her latest book "Mother of Invention: How Good Ideas Get Ignored in an Economy Built for Men" in 2021.

Katrine shared her perspective on how gender is holding us back and why we need to broaden our definition of innovation and technology in order to harness the innovative potential of women. Increased gender equality will not only bring economic gains, but if we can make sure female founders have the same opportunities as their male counterparts, the opportunities for social change are endless.

01 **Tech as an enabler**  
20.05.2021

In partnership with **Danske Bank**  
Keynote speaker: **Gitanjali Rao**, who at the age of 15, already has been selected as "Kid of the Year" by TIME Magazine, honored as one of Forbes' "30 under 30 in science", a "Top Young Innovator" by TIME and has been acknowledged globally for her STEM workshops.

During the event we highlighted inspiring examples of how tech can be an enabler for accelerating social impact, starting from the exciting story told by Gitanjali Rao, and by our own social entrepreneurs in Ghana, Bulgaria and Sweden. We also gathered our partners and friends from Tele2, Babylon and Kivra to discuss the role that businesses can have in catalyzing tech solutions for a more socially inclusive and sustainable world.

”

The partnership with Reach for Change has developed over time and given us at Danske Bank Sweden deeper insights into social entrepreneurship and how we as a bank can contribute to sustainable growth. I strongly believe in the power of solving the world's biggest challenges together. I am very impressed by the work and the impact that Reach for Change delivers.



— Anna Erman Ojde  
Head of Communications,  
Danske Bank



01 **Climate Change**  
21.09.2021

In partnership with **the BMW Foundation**  
Exclusive interview with the climate activist **Colas Van Moorsel** and the sustainability expert **Tove Ahlström** moderated by two children – **Kais Al-Fakhuri and Hanna Schmolke**.

The event highlighted different aspects of how to tackle climate change with the help of social innovation. We dug deeper into the question of how local social entrepreneurs can be a driving force towards a more green world, and how we can support their impact and scaling through innovative partnerships.



01 **Social innovation to reach Agenda 2030**  
30.11.2021

In partnership with **the BMW Foundation**  
Exclusive interview with **William Kamkwamba**, an entrepreneur and TED Fellow from Malawi, whose inspiring story is told in his New York Times bestselling memoir and in the Netflix film adaptation.

Together with some of the most prominent social entrepreneurs, business leaders, decision makers and experts in the world, we focused on concrete examples on how we can accelerate the potential of social innovation to create a more equal and sustainable tomorrow. Our guests shared their perspectives on challenges and opportunities for local social innovators, both globally and in the Nordics.



# DID WE SUCCEED?

Despite the challenges with the pandemic, our dedicated and passionate team continued to deliver programs with high quality and results. We reached 395,616 children and youth and directly supported 771 beneficiaries\* in 2021.

While we were adapting to the new normal with Covid-19 restrictions as well as political unrest in some of our markets, we also managed to finalize our global strategy: the “how” to reach our very ambitious 2030 goals. We finalized an operational plan following the new strategy and finalized our new Theory of Change and impact goals that will enable us to evaluate how we are moving towards our 2030 goals.

\* Beneficiaries include social entrepreneurs, trainers working directly with social entrepreneurs or entrepreneurs, aspiring entrepreneurs and stakeholders improving conditions for social entrepreneurs



## FINAL THOUGHTS

In our 2020 impact report we said that it was a year of enormous learning and we continued 2021 in the same spirit. While last year's main learning was around adapting to deliver projects in crises, this year our learning has evolved as we have implemented more projects related to developing youth entrepreneurs who can employ themselves and others. With this expanded scope of work, we have had to find new types of donors and also moved from unrestricted funding

to project funding through institutions and foundations. So far we have seen great results with our project in the Benishangul-Gumuz region, where 100% of the innovation lab participants initiated their business, and we have increased funding and extension of our programs from donors such as GIZ and IKEA foundation. We are on a continuous learning journey and will further improve and refine our ways of working in the coming year. We look forward to sharing more results as we progress.

## EXPANDING OUR SCOPE OF WORK

When developing our new strategy, we evaluated the work that we have done in the past eleven years and also identified how we can increase our impact. The majority of the social entrepreneurs we have supported since 2010 have also worked in areas related to addressing multidimensional child poverty. However, with this strategy, we want to take further steps to leverage the power of entrepreneurship to reduce child poverty. We see an opportunity to run programs with the goal of creating jobs and increasing income. There is evidence that increasing mothers' income can result in “increased investments in children's health, education, and nutrition, boosting future economic growth”<sup>17</sup> and that increasing family income, including in families headed by women, can reduce vulnerability to poverty and economic shocks.<sup>18</sup> Similarly, with insufficient jobs and a growing informal economy, there is an increasing focus on developing youth entrepreneurs who can employ themselves and others. Research has shown that entrepreneurship promotion and skills training programs have significant effects on increasing the employment and earnings of the youth who participate.

For those who do not become entrepreneurs, the skills and confidence they gain in such programs can have an impact beyond entrepreneurship. Another opportunity that we have identified is to unlock the potential impact of children and youth on climate change mitigation and adaptation in order to increase climate resilience. Climate mitigation policies and adaptation strategies are often implemented in a way that is only relevant to the current generation of children.<sup>19</sup> However, the potential of children and youth education and participation around climate change is not being realized.<sup>20</sup> With this strategy, we aim to support youth to contribute to identifying solutions by fostering entrepreneurial mindsets and skills.

Thus, Reach for Change aims to further leverage the power of entrepreneurship to reduce poverty among children and youth or to support entrepreneurship in the green economy through entrepreneurship training, development and support.



<sup>17</sup> [www.siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/Complete-Report.pdf](http://www.siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/Complete-Report.pdf)

<sup>18</sup> [www.europarl.europa.eu/RegData/etudes/IDAN/2017/583128/IPOL\\_IDA\(2017\)583128\\_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/IDAN/2017/583128/IPOL_IDA(2017)583128_EN.pdf), source on this quote World Bank (2012) World Development Report 2012: Gender equality and development. Washington, DC: World Bank. World Bank (2013) World Development Report 2013: Jobs. Washington, DC: World Bank.

<sup>19</sup> [www.cogitatiopress.com/urbanplanning/article/view/1010](http://www.cogitatiopress.com/urbanplanning/article/view/1010)

<sup>20</sup> [www.ohchr.org/Documents/Issues/ClimateChange/RightsChild/ChildrenOnePager.pdf](http://www.ohchr.org/Documents/Issues/ClimateChange/RightsChild/ChildrenOnePager.pdf)

# HOW WE MEASURE IMPACT

In 2020, we launched our 2030 Impact Goals and our strategy on how to get there. With the new goals came new programs on how to develop social entrepreneurs to have an impact on children and youth that went beyond our core incubator program, as well as a broader range of ecosystem development and entrepreneurship skills training and development initiatives. This triggered a need for us to revisit our impact framework to be able to capture the impact of all our programs and initiatives at a global level. On this spread, you will be able to read more about how we measured impact in 2021. On the next spread, we are proud to present our new Theory of Change for our 2030 strategy!

## MEASURING IMPACT – CAPACITY DEVELOPMENT PROGRAMS

When designing a new program or project, the impact measurement and management of it is at the core. This way we ensure that no matter the program we run, we always know what change we want to create for the target group and structure the program around the best way to achieve it. To understand the change that happens within our programs, we monitor if the planned activities took place (outputs), if the desired change happened (outcomes) and if the change happened because of our activities (impact). When designing a program the Reach for Change impact team is heavily involved in outlining the goals for the project as well as developing monitoring and evaluation plans ahead of project implementation start.

### OUTPUTS

#### Support received by our direct beneficiaries.

Support is counted as received when the beneficiary has received support either directly from Reach for Change or a Reach for Change partner.

#### Number of children and youth supported.

A child is defined as under 18 and youth as 18 to 24 years old. “Supported” means that the child or youth has received support towards the outcome(s) targeted by the social entrepreneur, e.g. improved literacy. In 2021, the number of children and youth supported was submitted by our social entrepreneurs participating in the incubator program as part of their triannual reporting. They also submitted documentation that verified the number reported, which was audited by our global impact team. We counted children and youth supported in all programs in which we developed the capacity of social entrepreneurs working directly with children and youth.

### OUTCOMES

#### Development of our direct beneficiaries.

The overall goal of our capacity building programs is that our direct beneficiaries develop their ideas or organization to grow in a sustainable way and deliver effective solutions for children and youth. As our direct beneficiaries of the capacity building programs have varied, we measure their development in different ways depending on the goal of the specific project.

#### How the lives of children and youth were improved, changed and protected.

In addition to monitoring the number of children and youth supported, we want to find out how the support resulted in change - the outcomes. The social entrepreneurs participating in our incubator program all work to create a better world for children and youth, but the outcomes they target differ. We encourage our social entrepreneurs to try to capture not only outcomes (what changed for the children and youth supported) but also impact (how much of the change would not have happened without the support of the social entrepreneurs).

For social entrepreneurs participating in their first incubator year, our focus is on helping the social entrepreneur and their team to qualitatively explore outcomes. We build their capacity to interview children and youth about how they were impacted by the social entrepreneur’s support, and we guide them on how to capture what they learned in impact stories. In 2021, our social entrepreneurs submitted impact stories as part of their triannual reporting. Our global impact team audited all impact stories and shared feedback for the social entrepreneur and their program manager to reflect on together.

For social entrepreneurs participating in their second and third incubator year, our focus is on helping the social entrepreneur and their team to quantitatively measure outcomes. The outcome “Improved literacy,” for example, could be measured through the indicator “number of words that a child can read correctly during one minute”. In 2021, our social entrepreneurs reported quantitative outcome results annually. Results were audited by our global impact team.

## IMPACT

We measure our impact, i.e. the part of the development that occurred due to our support, by asking the social entrepreneurs about their experience in our program and to what extent they credit their development to being in the Reach for Change program. During 2021, we measured impact for the incubator program, however, we plan to expand it to all capacity development programs going forward.

### Development of our direct beneficiaries due to the support from Reach for Change.

## MEASURING IMPACT – ECOSYSTEM DEVELOPMENT

With our new 2030 strategy, we have a much larger focus on ecosystem development work than ever before. During 2021, we worked in a more elaborate and deliberate way to improve the odds for social entrepreneurs to succeed. We did not have a specific framework in place yet to measure the impact of our ecosystem development initiatives in the same manner as our capacity development programs. Going into 2022 we are building a more concrete way to measure our ecosystem development activities and will present the fully developed measurement framework in our future reports.

## STRENGTHS & LIMITATIONS OF OUR METRICS

As mentioned in our 2020 report, we set out to overhaul our impact framework in 2021 to better suit our 2030 strategy. This brought with it a number of challenges which we can see in our metrics, but also benefits.

### STRENGTHS

The strengths we see in our metrics in 2021 are not very different from 2020. We continued to measure our impact on all levels in the projects we have run during the course of the year. The Reach for Change impact team has been involved in creating M&E plans for projects as well as quality assurance of the results. Even though we have not had a global framework in place for the majority of 2021, we believe that our metrics have been strong for each of the projects.

### LIMITATIONS

There are certain limitations with how we have chosen to measure our impact in 2021. The lack of a global framework during the year has affected us in a number of ways, most notably that we have not been able to aggregate our data on an organizational level. As we have not set global impact goals for the organization we have also not had metrics to support us in that way. Although having strong metrics in each of the programs in place, we have not been able to fully evaluate our progress as an organization.



# 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 OUTCOMES

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

# WHAT DID IT COST?

## NON-FINANCIAL RESOURCES

### STAFF



In 2021, Reach for Change's staff consisted of 58 employees and 13 interns spread across 9 markets. 46 of the employees were full-time and 12 were part-time.

### PARTNERS



Reach for Change's programs were delivered in close collaboration with partners from the private and public sectors who, alongside funding, brought invaluable resources to our social entrepreneurs. This included elements like business expertise, networking contacts, and media exposure. These partners are an integrated part of delivering our programs.

### METHOD

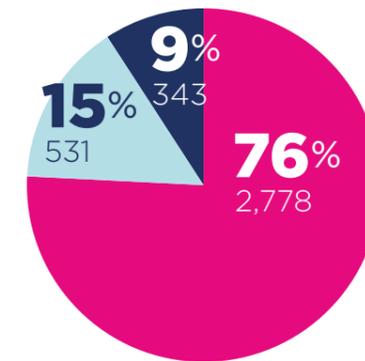
## ONLINE TOOLKIT PLATFORM WITH 146 RESOURCES



Reach for Change's **toolkit platform** offers a framework with clear milestones to guide social entrepreneurs in planning their journey towards developing a sustainable social enterprise that can deliver social impact at scale. Each milestone is composed of 4-8 action points that describe the concrete actions that entrepreneurs can take to reach each milestone. Each action point available on the toolkit platform offers a set of additional support materials. They range from toolkits developed by our team that include a crash course, tools, and templates, and further readings to toolkits with light-touch guidance and further reading materials and tools by various experts in the field of innovation, business development, and social impact that have been curated by our team due to their relevance to work of social entrepreneurs.

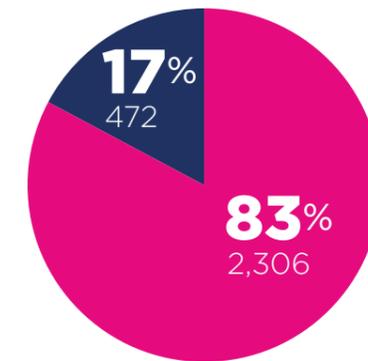
## FINANCIAL RESOURCES

In 2021, we invested 3.6M USD, 76% of which was spent on the charitable cause.



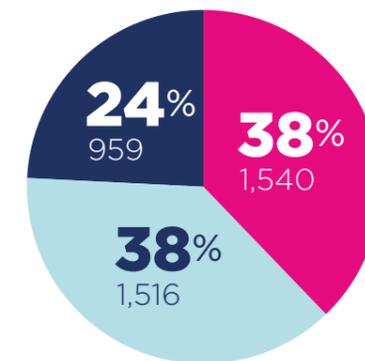
### 73% is cost for the charitable cause

- Costs for the charitable cause
- Fundraising costs
- Administration cost



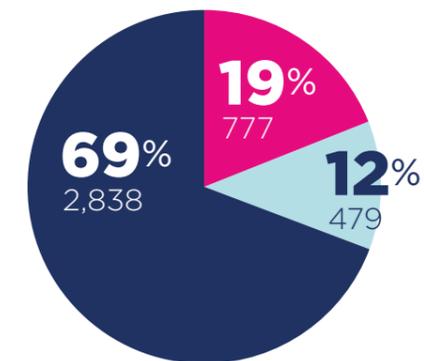
### Cost for the charitable cause split on type of support

- Non-financial support
- Financial support (grants)



### Revenues split by source of income

- Corporations
- Foundations
- Institutions



### Investment per region

- Northern Europe
- Central Europe
- Africa

\* All numbers are in USD (thousands)

\*\* Currency conversion rate from SEK to USD on 12/31 2021: 0.11051



## FINANCIAL STATEMENT



This section consolidates Reach for Change's financial performance for 2021 for all foundations. The figures include the Reach for Change Swedish Foundation (including the branch in Norway &

Croatia), and the separate foundations in Ghana, Ethiopia and Bulgaria. The entire Reach for Change operation is a privity with a joint management.

## INCOME STATEMENT

AMOUNTS IN MSEK*	2017	2018	2019	2020	2021
Revenues	55,2	55,0	48,3	40,1	36,4
External operating expenses	-31,7	-30,2	-23,2	-17,2	-16,5
Personnel costs	-22,2	-24,3	-24,6	-22,3	-20,5
Depreciation	0,0	0,0	0,0	0,0	0,0
<b>Operating result</b>	<b>1,3</b>	<b>0,5</b>	<b>0,4</b>	<b>0,6</b>	<b>-0,6</b>
Interest income	0,1	0,1	0,0	0,0	0,1
Interest expense and other financial expense	0,0	0,0	0,0	0,3	0,0
<b>Result after financial income &amp; expenses</b>	<b>1,4</b>	<b>0,6</b>	<b>0,4</b>	<b>0,3</b>	<b>0,6</b>
Tax expense for the period	-0,1	-0,1	-0,1	-0,05	0,00
<b>Result for the period</b>	<b>1,2</b>	<b>0,5</b>	<b>0,3</b>	<b>0,3</b>	<b>0,6</b>

\* Since 2019, the finances are reported in SEK

## BALANCE SHEET

AMOUNTS IN MSEK	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021
<b>ASSETS</b>					
<b>Fixed assets</b>					
Intangible fixed assets	0,0	0,0	0,0	0,0	0,0
Tangible fixed assets	0,0	0,0	0,0	0,0	0,0
<b>Total fixed assets</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>
<b>Current assets</b>					
Accounts receivable	1,6	10,2	0,8	0,9	0,1
Other current receivables	2,0	2,1	3,4	1,4	0,8
Prepaid expenses	0,3	0,3	0,3	0,3	0,3
Cash and bank	23,9	25,3	25,2	17,7	12,9
<b>Total current assets</b>	<b>27,8</b>	<b>37,9</b>	<b>29,7</b>	<b>20,4</b>	<b>14,1</b>
<b>Total assets</b>	<b>27,9</b>	<b>38,0</b>	<b>29,7</b>	<b>20,4</b>	<b>14,1</b>
<b>EQUITY AND LIABILITY</b>					
<b>Equity</b>					
Foundation funds	2,1	4,9	5,1	7,3	7,3
Result for the period	1,2	0,9	0,3	0,3	-0,6
<b>Total equity</b>	<b>3,3</b>	<b>5,8</b>	<b>5,4</b>	<b>7,6</b>	<b>6,7</b>
<b>Current liabilities</b>					
Accounts payables	0,8	2,9	4,1	0,3	0,3
Tax liability	1,3	0,9	0,9	0,9	0,9
Other current liabilities	10,6	2,5	2,7	1,5	0,0
Accrued expenses and deferred income	11,9	25,9	16,6	10,0	6,1
<b>Total current liabilities</b>	<b>24,5</b>	<b>32,3</b>	<b>24,2</b>	<b>12,7</b>	<b>7,3</b>
<b>Total Equity &amp; Liabilities</b>	<b>27,9</b>	<b>38,0</b>	<b>29,7</b>	<b>20,4</b>	<b>14,1</b>

