REACH FOR CHANGE

APPLICATION GUIDE 2016

APPLICATION QUESTIONS, TIPS AND GUIDANCE

GENERAL INFORMATION AND TIPS:

- **The application period is open for 4 weeks only. 23rd September - 25th October, 2016**
- The application process has now been streamlined so there is only **one application Step**. The new application step is a merger of the application pitch + some business plan related questions.

- To make sure you answer the questions well, please be sure to check your email for information sessions being hosted at Reach for Change

- Be specific in your answers! Provide concrete examples and statistics and demonstrate a clear connection between your vision and how to realize your solution.

- Each answer has a character limit. Keep your answers short, concise and to the point.

- Your answer must clearly show how you are using digital tools and technology to improve the lives of children and society, or how you plan to use digital technology to scale and grow.

- Don't forget to explain the "how" in your application. Don't just tell us that you're going to improve the lives of children - show us how you're going to do it.

- We will only accept applications submitted through our website. You may not mail, fax, or email your application. Do not send supplemental materials via email or postal mail. Any documentation sent to us will not be reviewed in the evaluation and cannot be returned.

- We will accept only one application per applicant per application period. Any applicant who submits multiple applications for the same project or single applications for multiple different projects will be disqualified from consideration.

- Partnerships (organizations led by two individuals) must submit a joint application for their project. Partners who submit separate applications for the same project will be disqualified from consideration.

- Remember that the purpose of your application is to prove that you are the exceptional individual with a great idea that can improve lives for many children we are looking for.

Prove that you are willing to work full-time on making the idea grow and that you have the entrepreneurial drive to succeed.

Demographic Information

This information will not be used to evaluate your application and we will never disclose your personal information. We use this information to analyse what groups and demographics we are attracting with our marketing and to ensure that our outreach is not biased in favour of any demographic group.

1.1 What is your gender?

- I am female
- I am male
- I choose this option instead

1.2 Where do you live?

Choose the region that you live in from the list.

1.3 What is your year of birth?

Choose your year of birth.

1.4 Education level

- Primary education
- Secondary school
- University

Choose the highest level of education that you have completed. If the educational system you studied in had a different structure, try to choose the level that best corresponds to your highest degree.

1.5 Which of the following best describes your main employment status?

- I am currently employed in full-time work
- I am currently employed in part-time work
- I am currently self-employed
- I am currently seeking employment
- I am a student
- I am a full-time homemaker, domestic worker or do other work without being formally employed
- Other

We are interested in knowing what your current employment status is. Choose the statement that best describes your current employment situation.

1.6 Which sector has been the primary sector of your previous experience (that you have worked in or run your own organization within)?

- Business (private) sector
- Public (government) sector
- Social (non-profit) sector
- Social enterprise sector
- Informal sector, exchanges take place between family, friends or networks
- I have no previous work or volunteer experience We are interested in understanding the professional background of those who apply for us.

Choose the option that best describes your previous experience.

1.7.1 Are you running, or have you previously run your own NGO / Business / Other?

- Yes
- No

We are interested to know if you have previously run any form of organization or if the idea you are applying with is the first one that you yourself are starting/running.

1.7.2 If yes, how many years have you been running your organization?

- Less than 2 years
- 2-5 years
- 5 or more years

We are interested to know if you have previously run any form of organization or if the idea you are applying with is the first one that you yourself are starting/running.

1.8 In which of the following areas would you categorize the problem you want to solve with your idea?

We want to know which category the problem you have identified falls under. Focus on the problem you have identified not the solution that you are proposing. Choose one of the following problem areas under which it falls. It is possible that the problem is connected to several

categories. If that is the case, choose the category that you think is the closest or most important. If you don't think the problem falls under any of these categories, please select the closest one.

I.   Business Entrepreneurship *(means to provide support and information to individuals (entrepreneurs) who are starting, maintaining and / or seeking to boost their small to medium-sized business. This includes empowering female entrepreneurs helping to lift families out of poverty)*

II.   Education (means to acquire general knowledge for life. When we refer to education we think about 'classical education ' – looking at providing access to primary, secondary and tertiary education for children, caregivers and communities)

III. Digital Inclusion (means incorporating information technologies into the community; our digital inclusion projects aim to provide individuals and communities in which we operate access to information and communication technologies (ICT)

1.9 Is your solution at preseed, seed or early growth stage?

VIII.1. Preseed (this means you have that you have an idea that has been tested and/or is in pilot phase.

VIII.2. Seed (this means you have a clear strategy for taking your product to market and developing your organisation)

VIII.3. Early Growth (this means you have gone to market with your product/service and started implementing the strategy to develop your organisation h)

We want to know what level of support you will require. This helps us in understanding our applicants and in evaluating our program. Choose one to three areas.

1.10 What is motivating/has motivated you to become a social entrepreneur?

(Select the following option that best applies to you)

- Strengthen my own personal status
- I have identified a business opportunity
- It is a valuable step in my career
- A great engagement in the issue
- Greater independence
- Increase / Maintain human income
- Passion to make a difference

We are interested in understanding what motivates you. Please choose one of the options. If none of the options exactly describes your motivation, choose the closest option.

1.11 How did you learn about the opportunity to apply to us?

- Radio
- Newspaper ad
- Newspaper article
- Information from businesses
- Social Media / Internet
- From a friend
- From someone who works with Reach for Change, Tigo or our partners. (Please insert the name of the person.)
- From a current / former Reach for Change Social Entrepreneur
- Other (Please specify)

Choose the option that best describes how you heard about applying to Reach for Change.

This is the first part of the actual application that will be evaluated. All questions require answers with maximum of 1000 characters. The purpose of the pitch is to understand if you and your idea match our criteria. We are looking for early stage, social entrepreneurs with powerful ideas for children that use digital solutions.

The Reach for Change selection criteria

The idea we are looking for must:
- Be innovative, creative, and fresh – a new solution to an existing problem or a new way to implement an existing solution
- Be early-stage or ready to grow.
- Be something doable, clear and focused.
- Have potential for great social impact, being able to improve the lives of children (up to 18 years).
- Have potential to be system changing. The vision shall reach beyond changes in individual lives, towards long-term changes.
- Be scalable. The idea must have the potential for a sustainable scale up in order to reach many children even after the support period.
- Have a sustainable financing plan. The idea must have the capability to develop a sustainable business model and a long-term financing plan.

The idea must use digital solutions. The use of digital solutions can be demonstrated in one or more of the following ways:

- Utilizing mobile, broadband, digital and/or information technology, as part of the solution

- Have the potential to use mobile broadband, digital and/or information technology to improve the quality of the impact or scale of the social impact
- Promote connectivity and access to communications, particularly to underserved populations or has the potential of doing so.
- Note: The use of digital can be developed during the application process. Keep an eye out for information regarding events where you can get support in how to use digital.

By early stage, we mean individuals whose ideas have not yet reached their full potential. This can be:

- Individuals with a brand new idea
- Individuals who have built an organization that is still not fully developed because of the individual not having been able to focus fully on the idea/organization
- Individuals who have built an organization that has run for some time, but who need support to scale the organization, change the direction of the operations or take on a new and bigger challenge

The person we are looking for, the social entrepreneur, must have:

- Entrepreneurial skill, such as being result-driven, goal oriented, pragmatic, and flexible.
- Leadership skills; being able to inspire others and get other people involved.
- A strong passion for social change to transform the world for children and a burning desire to make a difference
- The social entrepreneur must also be the leader of the organisation established to bring this idea into reality

01. Please describe in just 1 sentence, the specific social problem in your society that you have identified.

Compulsory; Maximum 250 characters

Being focused on a specific, core problem will enable you to create a clear and focused solution and will help you attract others who care about that specific problem, to work with you. Describe here the problem in a single sentence, so that even someone who has never met you before can understand immediately the problem you are trying to solve. For example; "Children with disabilities do not have access to the services and support they need to live full and happy lives"; "Children are increasingly suffering from anxiety and

depression"; "Children are not receiving a full education due to teacher absenteeism" "Children are dying from preventable diseases"; "Obesity among children is growing" etc

02.   Please provide the most relevant statistics and references that prove this is a problem that needs addressing. List what you believe to be the 1-3 most significant causes of the problem and explain why

Compulsory: Maximum 1,000 characters

Having facts and figures from expert sources regarding the problem you have identified will help you convince other people that this is a problem that needs solving. Also, the better you understand the problem, the stronger position you are in to create an effective solution. These could be facts or references you have gathered from things you've seen or experienced yourself, from news or articles you've read, or from academic or research papers and reports.

Understanding the causes of the problem you want to solve, will also help you create an effective solution. It is the first step towards understanding how to create a permanent, sustainable solution. For example, you can help support street children by providing them with food and shelter, but if you understand how and why children end up on the streets to start with, and if you can begin to address those problems, eventually the problems can be solved and no more children will come to the streets. List here what you know to be, or what you think might be, the 1-3 most significant causes of the problem, and explain in just a few words for each, why.

QUESTIONS ABOUT YOUR SOLUTION TO THIS PROBLEM

03.   Describe your innovative (digital) solution to this problem in 2 sentences.

Compulsory; Maximum 500 characters

Being able to describe the core of your solution in a couple of sentences, including what makes it unique, is critical if you want to enable other people to understand what you do. Describe here in 2 sentences the core elements of your solution so that someone who has never met you before can understand your idea immediately.

04.   Describe how each of your specific programs or products work, showing clearly how each will help you reach your social goals.

Compulsory: Maximum 1,000 characters

It is important that you are able to explain clearly how your solution works. This means being able to explain how each of your programs or (digital) products work, and how each program or product leads to the desired outcome.

05.   Describe how your solution is using digital technologies to create or improve the social impact.

Compulsory: Maximum 1,000 characters

Here you will need to state clearly how the digital component will function. Example: Assuming your idea is a mobile app that helps children read, describe exactly how the app will function.

06.   Identify and describe what technical resources are needed to implement the digital technologies listed in Question 5 above.

Compulsory: Maximum 1,000 characters

Here we expect that you would list all technical resources required to implement the digital component of your idea. List and explain details such as equipment, materials, developers, softwares etc

07.   Identify the main target group for your solution.

Compulsory; Maximum 500 characters

As in the commercial world, every product or service is created to meet a need for a specific target group. Explain which group(s) are the main target for your product(s) or service(s). Include the estimated number of beneficiaries/customers affected by this problem (market size), plus gender, age, geographic location and any other important information that helps define your target group(s).

08.   In what specific ways will your solution improve the community you are supporting? Give an example of how a child's or another beneficiary's life in your main target group will be directly improved as a result of your work.

Compulsory; Maximum 1,000 characters

To be able to secure support from any funder or social investor, you must be able to explain clearly the expected "outcomes" of your work, or in other words, how your solution will improve the lives of the community and/or children you are serving. Think of an individual person facing the problem you identified earlier. How will their circumstances be changed as a result of using your products or services?

09.   Reach for Change works with social entrepreneurs who want to scale their initiatives to improve the lives of as many beneficiaries are possible. How will you develop, scale or replicate your idea in order to improve the lives of as many beneficiaries as possible in the future? How many beneficiaries do you expect to impact 5 years from now?

Compulsory; Maximum 1,000 characters

If you want to solve the identified problem for all children affected by it in your country, you will need to find a way to scale the impact of your work. There are many different ways of doing this. "Scaling Out" involves finding ways for your services or products to be offered in new locations (eg setting up new service centres / training others in how to deliver your methodology). "Scaling Up" involves targeting powerful key influencers (eg government or sector leaders) and getting them to make your solution standard practice for all those operating under their area of jurisdiction (eg lobbying the government for policy change or changes to the law which will then require all service providers to do something differently). Both methods have their advantages and disadvantages and successful scaling strategies will often involve a mixture of both. Scaling takes time, but having a longer term strategy in place early on enables you to begin the important groundwork (eg developing relationships with key influencers) early. Tell us how you might go about scaling the impact of your work.

When creating growth strategies it is useful to create projections which show the rate at which you expect to grow. Like all targets, projections should be ambitious, but realistic, and you use them to help your team, funders / investors get a clear picture of where you expect your operations to be at a certain point in the future. As a way of helping us understand your expectations around scaling your impact, let us know here how many children you expect to be supporting in 5 year's time.

10.   Reach for Change works with social entrepreneurs who want to create sustainable financial models around their solutions so that the social impact they create can be delivered and scaled sustainably. Which sources of financing have you already pursued, and which others are you planning to target to obtain revenues to run and grow your solution?

Compulsory; Maximum 1,000 characters

As a social entrepreneur, your challenge is to find a sustainable financial model which will support the delivery and growth of your social impact in a sustainable way. It can take some time to find the financial model which is most suitable for your work, and this is something we often work on with the social entrepreneurs we support. To get a better understanding of the financial side of your work, let us know which sources of financing you have already pursued and from whom, including sales, donations, loans, use of your own funds etc. Also tell us which sources of financing you intend to pursue in the future.

a. List your key planned activities, budget and sources of revenue from today until the end of 2016.

Compulsory; Maximum 500 characters

"Key" activities are those activities that are critical to your success and survival as an organization. Understanding the difference between "key" activities and "other" activities helps you focus on what's important and make good decisions about how and where to prioritise resources. Understanding the key activities you need to complete, and the associated costs for each of those activities, will enable you to build a good understanding of the minimum amount of revenue you need to generate for the year ahead. List here your key planned activities & budget for the next 24 months.

	Year1	*Year2*	*Year3*
Income			
e.g. Fees			
Total Income			
Expenses			
e.g. Personnel			
e.g.			
Total Expenses			

How much of each of the following types of revenue do you plan to receive and how will you obtain the money:

Earned income (from providing goods & services)
Grants & Donations
Investment (debt or equity capital)
Other

To help us understand your intended revenue streams for the next 12 months, please list the amount of revenue you expect to bring in against each of the listed categories. The total listed revenues should be the same as, or exceed, the planned total budget for the same period that you gave in the previous question.

The more clearly you understand your different potential "customers" and their needs, the more clearly you can plan how to reach them. For example, finding the names of a number of funding organisations who you know have an interest in your kind of work, puts you in a stronger position than just knowing you want funding. Speaking directly to a fund manager at that funding organization to find out what they're really looking for, puts you in a stronger position again. Similarly, not everyone will be interested in buying your products and services. Good products and services solve specific problems, or offer specific benefits, to specific groups of people. The better you understand the problems and desires of your target customers, the better you can design a solution for them that works, and the more likely they are to then be willing to pay you for it. In order to understand customer needs (either funders or for-profit customers), you need to be able to reach them. Once you have developed a product or service that works, you then need to market it to others in the target customer group. Explain here how you plan to obtain money over the next 12 months, from whom, and how you plan to reach them.

QUESTIONS ABOUT YOU, THE SOCIAL ENTREPRENEUR

11. Describe yourself, your current professional position, experience and personal skills that show that you can build and lead an organization that will make difference in the world.

12. When and how did you come up with this idea? List the names of any co-founders and their roles in the team.

Compulsory; Maximum 1,000 characters

What inspired you to come up with this idea? Where were you? When was it? We want to get an understanding of your original inspiration for this idea.

13. Social entrepreneurs set out to change the world for the better. What qualities do you have that make you believe you can achieve this goal? List your strengths and your weaknesses.

Compulsory; Maximum 1,000 characters

Successful social entrepreneurs possess a number of important characteristics, including a strong passion and drive for creating social change, never-ending optimism, and the ability to inspire and attract others. We want to understand what it is about you that makes you believe you have this potential. Give us one or two examples of things you have done in the past which demonstrate you have what it takes to become a great social entrepreneur.

What are the 3 most important personal strengths you believe you possess which will help you to achieve your social impact goals? Use short examples of things you have done or achieved in the past which showcase each of these 3 strengths.

Understanding your weaknesses is as important as understanding your strengths. We want to know what your 2 most significant personal weaknesses are, and how you plan to overcome them.

14. What steps have you already taken to begin implementing your solution?

Compulsory; Maximum 1,000 characters

We want to understand what actions you have already taken toward making your vision a reality. If you've already begun implementing your solution, what are the key steps you have already taken? If you haven't begun implementing your solution, it's likely that you've still already taken some steps such as doing research, speaking to people who may want to support you etc.

15. Have you already established the organisation that will deliver the solution?

Compulsory; Yes / No

We work with start-up and early stage social entrepreneurs. Some entrepreneurs have already established their organizations before they apply to us. Others establish their organisations a little later on. You don't have to have an established organization to apply, but if you win a place in our Incubator, you will need to establish and register your organization. At this stage we just want to know what stage you are at.

a. Name of the organisation

Optional; Maximum 250 characters

If you have already established the organisation, please write the name of your organization here. If you haven't established it, you can leave this answer blank.

b. Are you a founder or co-founder of this organisation?

Optional; Yes / No

c. What year was the organisation founded?

Optional; Maximum 50 characters

If you have already established the organisation, please write the year of establishment here. If you haven't established it yet, you can leave this answer blank.

d. Is the organisation officially registered with the government?

Optional; Yes / No

If you have already established the organisation, please answer this question. If you have not established it yet, you can leave this answer blank.

e. Org registration number

Optional; Maximum 50 characters

If you have already established the organisation, please answer this question. If you have not established it yet, you can leave this answer blank.

f. Current number of employees and volunteers respectively

Compulsory; Maximum 50 characters

We want to understand the current scale of your operations.
Please provide here the number of employees working for your organization. Please include all full-time and part-time employees in your total. If you don't have any employees, please enter "0". If you have not established your organisation yet, you can leave this answer blank.

Please also provide here the number of volunteers working for your organization. Please include all full-time and part-time volunteers in your total. If you don't have any volunteers, please enter "0". If you have not established your organisation yet, you can leave this answer blank.

g. Total revenues (earned, donated & credit) for the past financial year

Optional; Maximum 50 characters

We want to understand the current scale of your operations. Please provide here the total revenues you received for the past financial year. If you have not been operating for a full financial year yet, please provide the total revenue until now. Include all donations, sales & loans received to create your total. If you haven't received any revenues yet, please enter "0". If you have not established your organisation yet, you can leave this answer blank.

h. Your organisation's platforms:
Website: _____
Facebook page: _____
Twitter: _____

Reach
for Change

Blog: _____
Other: _____

Optional; Maximum 50 characters each

Please provide links to any of the above if you have them for your organization. If you have not established your organisation yet, you can leave this answer blank.

16. Explain in a sentence why you would like to win this competition

Compulsory; Maximum 250 characters

Think about the different reasons you would like to win this competition, and then sum up the most important reason(s) in a single sentence.

17. How are you hoping to use support from the Tigo and Reach for Change program to boost the development of your organisation?

Compulsory; Maximum 1,000 characters

The Tigo and Reach for Change Incubator program offers support in 4 key ways; seed funding, business development & skills training, network & media exposure, and credibility. How will this support help the development of your organization?

18. (OPTIONAL)Video pitch - we would like to get a sense of you and your passion for this work. If technically possible, please create a new, short (max 2 min) video of yourself telling us about your organisation / idea. This does not need to be filmed or edited with special equipment; the video can be recorded with a cellphone or a computer. Upload the video to a website and provide the link to that site here. Some sited for uploading videos are: www.youtube.com ; www.vimeo.com ; www.screen.yahoo.com
We recommend that you create and upload a video if you can, but we understand that you may not be able to due to technical challenges, and it is therefore optional rather than required. You will not be punished if you do not upload a video.

<u>REFERENCES</u>

Please provide contact information for 2 references. Your references should be two people who know you professionally. They must not be your family members or close friends. They can know you or have supervised you for example in a work, educational or volunteering setting. Please provide contact information of each reference and describe your relationship with them, e.g. former boss, co-worker:

First reference:
19. **Your first reference:**
   a.   Name:
   b.   Profession:
   c.   Workplace:
   d.   Phone number:
   e.   Email address:
   f. Nature of your relationship:
20. **Your second reference:**
   a.   Name:
   b.   Profession:
   c.   Workplace:
   d.   Phone number.
   e.   Email address:
   f. Nature of your relationship:

ABOUT YOU AND THE KINNEVIK GROUP

We don't exclude or give preference to current or previous employees, but we are interested in understanding if you have a professional relationship with any of our partners.

21. Do you currently, or have you been previously, worked within the Kinnevik group or any of our other partners: Tigo, Millicom, Viasat, TV1, Bayport, MTG?

Compulsory; Yes / No

22. If yes, when, in which company and in what role?