



ygap

ANNUAL REPORT
2020

ygap
backing local change.



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JILL ROCHE

FROM THE CHAIR

It's been an exceptional year for ygap with incredible milestones to celebrate, alongside a challenging context through which we have had to navigate. Fortunately, ygap's capacity to innovate and adapt has been central to our work since the inception of our organisation, and it continues to be the reason inspiring entrepreneurs and partners choose to work with us.

I was honoured to step into the position of ygap's Board Chair at the beginning of 2020 and was grateful to be able to do so with the encouragement and support of my predecessor, Founding Director Aaron Tait, who played a particularly critical role this year by leading our CEO recruitment process.

It has been a time of huge renewal for our Board and the organisation's leadership team and we are excited to have a potent blend of Directors and leaders ably representing ygap's origins and future.

In the last 6 months we have welcomed 6 new Directors and our new CEO, Mark Harwood, who was able to step into the role after our CFO/COO Lisa Hyden did an outstanding job of carrying the mantle of acting CEO while awaiting Mark's appointment.

We have also farewelled several longstanding members of the ygap community and now have the privilege of following in the footsteps of Dan Madhaven (Chair & Director), Sean Hanley (Director) and Manita Ray (CEO & Director). Each of these individuals have contributed significantly to the evolution of ygap and we are so thankful for their contribution, wisdom, leadership, and commitment over many years.





We know all individuals and organisations who have connected with ygap, past and present, will be celebrating one of the most notable parts of this report - reaching the milestone of one million lives impacted by ygap's work. This is an incredible achievement and is a testament to the efforts of many, over more than a decade. I am proud to be in a position to share our thanks to all of you who have been a part of this journey and I hope you are encouraged by the change you have been part of.

The many outcomes this year, shared throughout this report, are all the more remarkable because they were achieved in a year described by most as one of the most challenging in recent history. As a Board we have worked closely with the leadership team to ensure that the organisation could weather the unpredictable context in which all our teams are operating. We have strengthened our governance processes and established Board sub-committees to work closely with the leadership team, ensuring we maintained a focus on staff wellbeing, risk and financial sustainability, while continuing to have impact through our programs.

While we will maintain a focus on continuity and stability in the year ahead, we will also seek opportunities to enhance capability and capacity and as a Board we will be examining how ygap's governance might be further enhanced by greater diversity and inclusion, building upon our existing beliefs as an organisation.

I am looking forward to seeing what we can all achieve together!



Our tribe is on a shared journey with a powerful recipe for positive change, made possible by the people that believe in us.

TALEI GOATER,
YHER PACIFIC ISLANDS PROGRAM MANAGER

INTRODUCTION

THE BOARD OF DIRECTORS

**JILL ROCHE**

Jill's career spans multiple sectors including management consulting, information technology, corporate and not for profit. She brings her extensive experience in corporate affairs, change management, information technology, policy, advocacy, government relations, and governance to her role as Chair of ygap. Jill holds the position of Chief Operating Officer for Brave, an organisation that works to support expecting and parenting teens, and prior to this she was a member of the World Vision Australia Executive Team where she was Chief of Corporate Affairs. She is a graduate and member of the Australian Institute of Company Directors and in addition to her time on ygap's board, Jill is a voluntary Non-Executive Director of Micah Australia.

Appointed: October 2019

Responsibilities: Board Chair; Audit & Risk Committee; People, Culture and Nominations Committee

**LUYEN DUONG**

Luyen is a senior Audit Director with Deloitte Australia with over 15 years' experience in providing audit and accounting services to a wide range of large global and local companies, as well as publicly listed companies on the ASX. During her career she spent six years working in Ottawa, Canada and New York, USA. There she led large multi-national integrated engagements under the SOX reporting and PCAOB accounting standards. As a result she has a deep understanding of the regulatory reporting and governance environment. Luyen brings a suite of skills to the ygap board, including financial accounting, controls, analysis and audit governance. Luyen specialises as client focused in the retail and business consumer sector, and enjoys challenging responsibilities in the audit and assurance practice. She has a Bachelor of Commerce from the University of Melbourne and is also a member of the Chartered Accountants Australia and New Zealand.

Appointed: February 2020

Responsibilities: Audit & Risk Committee Chair

**TIM MIDDLEMISS**

Tim was a founding director of for-purpose creative studio, Agency, which partnered with domestic and global organisations, businesses and civic bodies to deliver impact-driven campaigns, including the United Nations World Humanitarian Day. Agency was named New Agency of the Year 2015 and one of Westpac's Businesses Of Tomorrow in 2017. Tim was also the creator and presenter of World Vision's youth leadership conferences globally, presenting to tens of thousands of young people across Australia, New Zealand and Singapore, while training presenters in Canada and Germany. Tim is now Head of Communications and Engagement for impact investment firm, Leapfrog. Tim was also named as an inaugural Obama Foundation Leader for the Asia Pacific. Tim is the Chair of the ygap People, Culture and Nominations Committee.

Appointed: February 2020

Responsibilities: People, Culture and Nominations Committee Chair



AARON TAIT

Aaron co-founded Spark* International with partner Kaitlin Tait, which merged with ygap in 2015, adding a deep expertise in locally-led international development practice to the organisation. Aaron holds masters degrees in International Development (Deakin), Global Strategy and Policy (UNSW) and an MPhil from the University of Cambridge focused on the scaling of innovative impact projects. Aaron spent seven years as an officer in the Australian military with service on United Nations operations, and since 2007 has worked on the frontline of impact projects across Africa, Asia, Europe, the Middle East, North and Central America, and the Pacific. Aaron is also the co-founder of Education Changemakers, a consulting and training BCorp that works with more than 25,000 teachers a year across the globe, is the author of two best-selling books *Edupreneur* and *Dream Team*, and is a senior advisor to organisations including Microsoft and DFAT.

Appointed: April 2015

Responsibilities: People, Culture and Nominations Committee

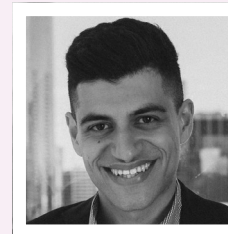


CATHY SCALZO

Scalzo Foods is one of Australia's largest privately owned food companies, but it's Cathy's experience as the head of the company's social impact arm that has brought her further into the world of business for good. As a trustee of the Grace and Emilio Foundation, Cathy has supported charities such as Eat Up, and ReachOut, and invested in social businesses like HireUp. Cathy's expertise lies in business, impact investing and profit for purpose, and she has a strong background in governance, as a Director on the boards of the West Melbourne Economic Alliance, Kids in Philanthropy and the Social Studio Organisation.

Appointed: October 2019

Responsibilities: People, Culture and Nominations Committee



DEMETRIO ZEMA

As the founder of Law Squared, a high growth, specialised commercial law and litigation firm, Demetrio brings legal expertise to the ygap board, as well as the lived experience of founding and starting multiple businesses. Demetrio is highly accoladed in the law space in Australia, having been nominated for the Victoria Legal Awards, Law Firm Leader of the Year and won the Lawyers Weekly 30 Under 30 in Commercial Law. In addition to his seat on the ygap board, Demetrio is the deputy chair and director of the Centre for Multicultural Youth, and he sits on the board for the Victorian Deaf Society.

Appointed: April 2020

Responsibilities: Audit & Risk Committee



ELLIOT COSTELLO

In addition to being a board director, Elliot is ygap's founding CEO and one of the organisation's co-founders. A leader in social entrepreneurship, innovative fundraising and strategic problem-solving, Elliot brings these skills, along with an intimate knowledge of ygap and its history, to his role on the board. Prior to joining the non-profit sector, Elliot spent time in the corporate world with PricewaterhouseCoopers and PPB Advisory. After finishing at ygap, Elliot completed a Master's of Theology and Religion at Oxford University in 2019. Elliot is back in Australia building a new environmental venture with leading technology that converts organic food & green waste into biodegradable plastic.

Appointed: April 2015

Responsibilities: People, Culture and Nominations Committee

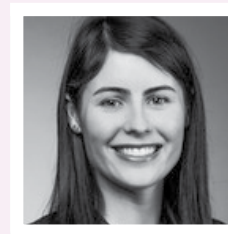


SALLY MCCUTCHAN

To the ygap board, Sally brings expertise in finance, funds management and strategy. She has held senior roles with Accenture, JP Morgan, Citigroup and UBS. Sally has a rich background in governance, as a non-executive director of Indigenous Business Australia Asset Management, Oxfam Australia, and as part of a National Australia Bank securitisation company. Sally is a member of the Expert Panel of Australia's Social Impact Investing Taskforce; the Australian Advisory Board on Impact Investing and the QBE Committee for Social Impact. She is a CPA and a Graduate of the Australian Institute of Company Directors. Sally was awarded the Medal of the Order of Australia for her work in impact investing.

Appointed: February 2020

Responsibilities: Audit & Risk Committee



HEATHER KELLY (COMPANY SECRETARY)

Heather is a corporate lawyer, with experience across private practice and in-house role supporting organisations in a range of industries. Her current position is as the Corporate Legal Counsel for Toll Holdings. Alongside work and study, Heather has maintained continuous involvement in community organisations, including Justice Connect (Homeless Law), Yalari, the Northern Australian Aboriginal Justice Agency (NAAJA), and the Flemington and Kensington Community Legal Centre. She has a Bachelor of Commerce (Finance), and a Juris Doctor (Law) from the University of Melbourne.

Appointed: January 2019

Responsibilities: Company Secretary



Now more than ever, every business needs to reflect on how it is putting human life at the centre of its existence because that is the only way business should be done.

KATLEHO TSOKU
YHER AFRICA REGIONAL DIRECTOR

MARK HARWOOD

FROM THE CEO

The past six months have been turbulent for all of us and based on the current global events that turbulence does not appear to be subsiding any time soon. Yet history has continually shown that new innovations emerge from the unique challenges and opportunities that crises present to us. The entrepreneurial mindset is even more valuable in the rapidly-changing environment both during - and post - disaster and I strongly believe that local social entrepreneurs are best placed to take advantage of arising opportunities to meaningfully contribute to the overall recovery of their communities and the long road ahead.

Over the past decade we have seen firsthand how critical impact ventures are to their local economies by offering a pathway to inclusive economic prosperity and social equity. Having started in the role of CEO in March, just as COVID-19 was declared a global pandemic, it has been inspiring to see the regular examples of resilience and adaptability as shown by the social entrepreneurs as they have strived to continue to provide this pathway to their communities through their impact ventures.

Despite a significant drop in revenue this year in light of COVID-19 and associated restrictions, I am very proud that as an organisation we increased our net funding towards our impact programs when it was most needed. Despite operating within a financially-constrained environment, ygap worked hard to reduce our operational costs while still retaining our largest asset - all of our staff. We were even able to invest in growth areas including ygap collaborations and the Polished Man campaign to help us thrive into the future.

Every ygap team member globally has responded to COVID-19 as a call to action, by adapting and increasing the amount of support that we could provide to these impact ventures when that support was most needed. This is an absolute testament to the staff when they themselves were facing significant disruption and uncertainty both personally and professionally. In response to the surveyed needs of the impact ventures within our alumni it was decided to postpone all scheduled 2020 programs and instead run a Re-Accelerator Program in all six locations where ygap works, to ensure those ventures that had already gone through recent ygap programs were able to continue to play their pivotal role within their local economies.





Complementary to our Re-Accelerator programs which supported both the survival and recovery of these impact ventures from a bottom-up approach, our burgeoning work through ygap.co has focussed upon improving the disrupted local entrepreneurship ecosystems from a top-down perspective. In partnership with the Australian Government's InnovationXchange and as an extension to the Scaling Frontier Innovation program, ygap is supporting Entrepreneur Support Organisations (ESOs) in addition to directly supporting social enterprises within the Pacific Island Countries. Furthermore, we are continuing to roll out the GLIA (Gender Lens in Incubation and Acceleration) Toolkit in partnership with the Sasakawa Peace Foundation and to support ESOs across South East Asia to adopt a gender lens in their work to make their programs more accessible and inclusive.

I am looking forward to what the next year looks like from a programming perspective as the teams design their 2021 programs, integrating the learnings from the Re-Accelerator Programs together with our core program curriculum. This will complement the continuing expansion of the scope and reach of our ygap.co work at an ecosystem level, thereby providing a much more holistic offering for backing local change. We are also continuing to build upon our yher and GLIA expertise to intentionally apply a stronger focus on gender, diversity and inclusion across all our programs to ensure that we are helping to address underlying inequities by filling gaps in the existing support networks for early stage impact ventures.

It has been extremely humbling to have stepped into this role and witnessed via virtual calls, the commitment and passion that our partners have for ygap and have continued to show us throughout the challenges associated with COVID-19, which has enabled us to continue our work during this critical time. Congratulations to all of ygap's staff, partners and impact ventures past and present for collectively reaching the milestone of having meaningfully impacted one million lives, and I am honoured to be part of the next chapter of that journey.

Thank you to Manita Ray for her leadership in the first half of the financial year and to Lisa Hyden for her time as acting CEO during the transition, who both established the foundations that enabled ygap to withstand and respond effectively to the challenges of the past six months. It has been an absolute pleasure to work with the Board of Directors and Lead Team as we build upon our COVID-19 response, to prioritise our strategic direction going forward as well as start to operationalise these with the broader staff. Due to the challenges of the past six months, we as an organisation have had to improve and increase our focus in order to continue to deliver our mission, with less. This positions us very well for the future and I look forward to partnering with you on that journey.



I am encouraged to continue working with and amplifying the work of the entrepreneurs who are consistent about being on the right side of history.

CAROL KIMARI
KENYA COUNTRY DIRECTOR

TIMELINE

JUL

- Launched yher Pacific Islands 2019 Program
- Launched ygap's first Ending Violence Against Children (evac) Program

NOV

- Launched yher Africa 2019 Program

MAR

- Postponing of All Remaining 2020 Programs due to COVID-19

MAY

- Development of Resiliency Resources for Local Impact Ventures

AUG

- ygap Global Strategy Retreat

OCT

- Global Research Trip - How to Best Connect Local Impact Ventures with Early-Stage Funding

FEB

- Launched ygap Kenya 2020 Program

APR

- Alumni & Ecosystem Surveys to Determine Most Impactful Programmatic Response

JUN

- Launched Six Re-Accelerator Programs to Support Alumni Ventures
- The Million Lives Milestone Achieved

2019

2020



We're living in exciting times where social entrepreneurship is becoming mainstream, and the market wants the people and brands they buy from to give them a sense of purpose.

ALBERT KIMANI
KENYA PROGRAM MANAGER

UPDATE

IMPACT

ygap collects impact data twice a year, in both June and December. Gathering, compiling and analysing these numbers is a long and intricate process.

The top level of indicators we track are the ygap-direct impacts. These are the outputs of our program that we have direct control over. These include number of programs run, number of ventures supported through these programs, the gender split of entrepreneurs, and number of people who, as a result of the work of these ventures, have had opportunities to lift themselves out of poverty.

The second level of indicators ygap considers are the effects that the ventures we support have on the communities they work with, through the Sustainable Development Goals that each venture is working towards, as well as monitoring business survival rate, impact growth and revenue growth one year and two years post-program. These numbers are from the most recent finalised impact numbers collection from December 2019. There are some significant highlights in this most recent round of reporting, including a jump of over 300,000 to the record of lives impacted, taking ygap's lifetime total to over one million, and some exciting percentage increases in revenue and impact percentages after two years.

KEY METRICS

	FY 19/20	CUMULATIVELY
Programs Run	10	47
Ventures Supported	93	541
Lives Impacted	350,284	1,295,411

PROGRAMS RUN IN FY 19/20

	FY 19/20
Accelerator Programs	4
Re-Accelerator Programs	6

VENTURES SUPPORTED IN FY 19/20

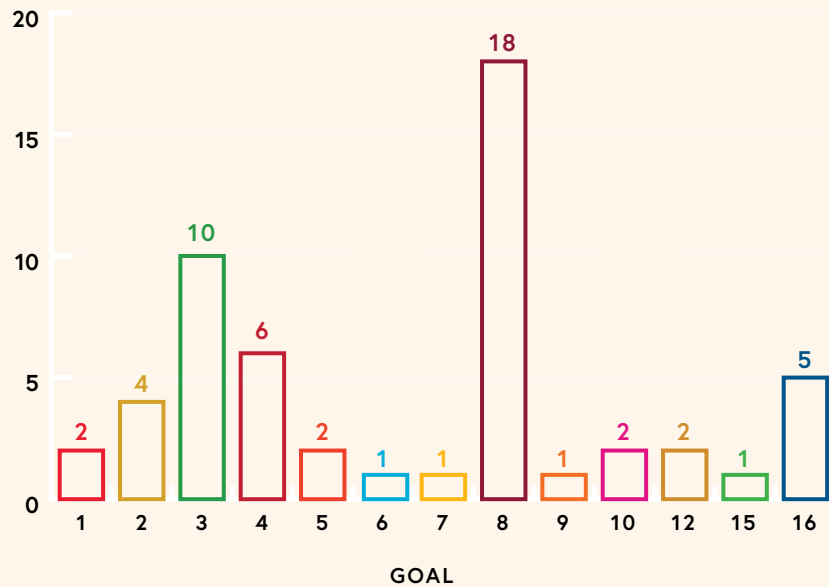
	FY 19/20
Accelerator Programs	37
Re-Accelerator Programs	56

GENDER SPLIT

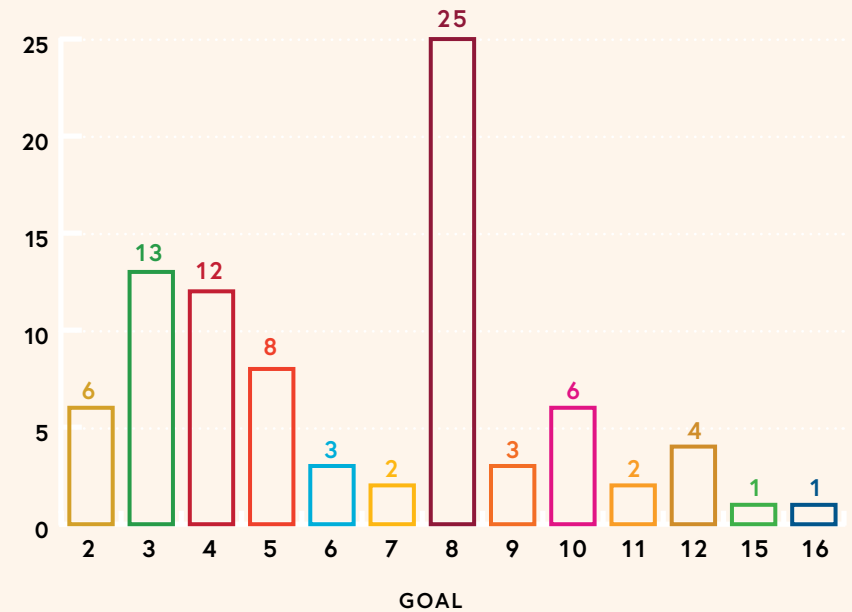
	FEMALE	MALE
Accelerator Programs	76%	24%
Re-Accelerator Programs	55%	45%

SDG ALIGNMENT OF YGAP VENTURES

YGAP AND YHER VENTURES FY19/20



RE-ACCELERATOR VENTURES FY19/20



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

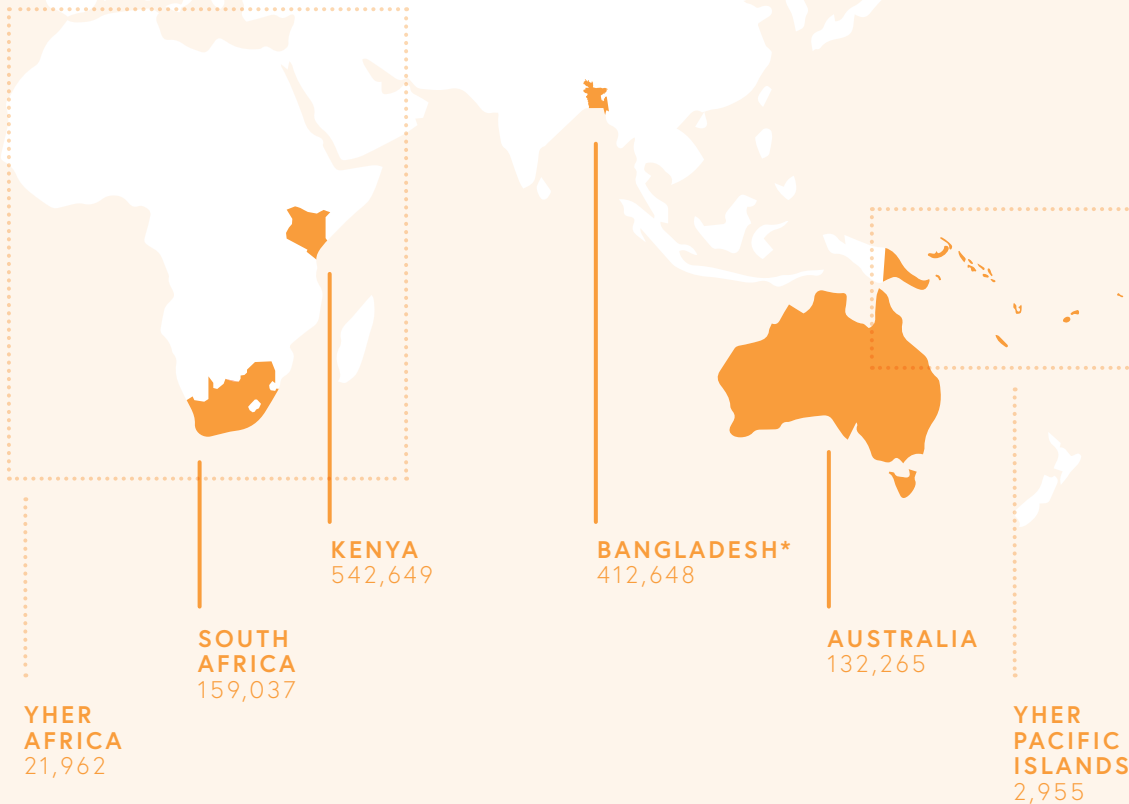


LONGER TERM METRICS

METRIC	EXPLANATION	AFTER 1 YEAR	AFTER 2 YEARS
Impact Growth	The average annual growth in the number of opportunities for people to lift themselves out of poverty or disadvantage, as provided by ygap impact ventures	Of the ventures who survive after 1 year, the collective impact growth is 214%	Of the ventures who survive after 2 years, the collective impact growth of is 385%
Revenue Growth	The average annual growth in revenue by ygap impact ventures	Of the ventures who survive after 1 year, the collective revenue growth is 71%	Of the ventures who survive after 2 years, the collective revenue growth of is 123%
Response Rates	Impact ventures who responded to our data /MEL collection survey	72% aggregate across both years	



IMPACT MAP



1,295,411
LIVES IMPACTED

*includes yher

WE GOT TO ONE MILLION BY STARTING WITH ONE

Reaching a ygap milestone

In December 2019, our dedicated Monitoring, Evaluation and Learning team finished analysing the latest round of impact data collection. This data set gave us some incredible news - that through the ventures that have come through our programs over the last 12 years, 1,295,411 lives have been impacted across the countries and regions that we work within. That's over a million people who have a better chance to improve their lives and the lives of their families through better access to things like health care, education, and regular employment, resulting in an overall reduction in poverty and moving towards a brighter future.

This has been an organisational goal for some years now and is an exciting milestone as we grow and mature in our work. We're getting better, sharper and more sophisticated as we go, and every passing year sees us grow our own ability for impact; in 2013, after five years of operation, ygap had impacted 30,812 lives, in 2018, after ten years, that number reached 586,389. To be at well over one million in 2020 is a testament to how ygap has refined our impact model for greater change.

In reaching this milestone, ygap would like to acknowledge the staff, especially the In-Country Program Teams who have worked so hard over the years to support ventures to do such incredible work, the ventures themselves who are led by such passionate local leaders vying to see a change in their communities, and the co-founders that set such an ambitious target for change. Read more about this milestone here: ygap.org/millionlives.



It looks like one million opportunities for a better job, better education, better healthcare access, a better home, a better income, a better community! Take a second to think about how incredible that is.

ADELIDE MUTINDA
FIRST GENS PROGRAM MANAGER

SIMON LEE

FROM THE HEAD OF GLOBAL PROGRAMS

A lot has certainly changed in the twelve months spanned by this report. In the first two quarters of FY19/20 we welcomed 26 impact-ventures into the ygap portfolio through the launch of three new programs; the leaders of our In-Country Program Teams met in Bangkok for a face-to-face, week-long strategy retreat; and I embarked on a three-week research trip across the UK, the US and Canada to instigate and strengthen partnerships with organisations who are active in the entrepreneurial ecosystems that we operate in and are investing between US\$20,000 and US\$100,000 in early-stage impact ventures in emerging markets. Doing anything face-to-face, let alone travelling internationally, feels like a distant memory now.

The retreat in Thailand was an opportunity for us to come together as a global team to discuss our programmatic strategy to ensure that we are providing the most effective and appropriate support to the locally-led, early-stage impact ventures in our programs. Informed by detailed data collected from past programs and led by the insights and expertise of our in-country programs teams, we spent the week refining our approach of using entrepreneurship to solve the world's most pressing problems facing those experiencing poverty.

Emerging from that retreat was a refined methodology, shifting our focus from capacity building of impact entrepreneurs to a holistic program that supports the growth of the impact venture as a whole; a subtle shift in the way we approach our work, but one that we are confident will increase the impact of ygap's work and most importantly, the impact created by the ventures we support. This framed our approach for our planned programs heading into 2020.

In February, we had our first opportunity to test this new programmatic approach as 11 locally-led impact ventures joined ygap Kenya's 2020 Program. Representing the future of Kenya, these entrepreneurs are using the power of entrepreneurship to drive meaningful change in their communities. Being a member of ygap's Global Facilitation team, I had the opportunity to personally welcome these entrepreneurs and their ventures to the ygap family through a six-day, live-in bootcamp that serves as the launch of our program. Having the opportunity to learn more about the communities that these entrepreneurs are working in and to soak up their passion for meaningful change, is certainly a highlight of my year.

Despite an ambitious and positive beginning, the emergence of COVID-19 and the measures taken to control its spread necessitated a shift to our plans. Recognising the objective of our programs, and the vulnerable communities in which we work, in March we made the difficult decision to temporarily postpone our scheduled programs until it was safe again to run them face to face.

Instead, we asked ourselves how we might best support our alumni ventures during this difficult time and what type of response would be relevant, timely, and ultimately, impactful. To help guide this response, our In-Country Program Teams surveyed our alumni ventures to understand how COVID-19 has affected their businesses and how ygap could best play a role in supporting them.

In direct response to these surveys, we launched local, Re-Accelerator Programs across all the countries and regions in which we work, representing a temporary transition for ygap - from backing local change to backing local survival. The objectives of these programs were simple - to support our alumni ventures to continue operating; maintaining revenue, their employees, and their ability to drive impact in the communities in which they work.

ygap's In-Country Program Teams developed these rapid-response, needs-based Re-Accelerator Programs that will, until the end of this calendar year, provide tailored support to participating ventures. This will be achieved through one-on-one mentorship and coaching around key operations and strategy, webinars themed according to the needs of participating ventures, community calls with peers, brokered linkages to key ecosystem players, and in some cases, access to hardship grants that will enable the ventures to adapt and pivot their business to new markets and opportunities.

In addition to these programs, ygap mobilised a global response to accompany our Re-Accelerator Programs. This included: compiling COVID-19 related resources and information from our global partners, generating a suite of COVID-19 Resiliency Series learning resources and toolkits that leveraged the collective expertise of ygap's global team, and collected stories of resilience from our alumni ventures across our global programs. Acknowledging that a crisis like this requires collaboration and solidarity, we made these resources open-source and shared them with our ecosystem partners to ensure that they could support as many ventures as possible.

We recognise that these are unprecedented times and that significant unknowns remain. We are, however, confident that our core capabilities and skills as an organisation - identifying promising locally-led impact ventures, providing operational and strategic support, developing learning resources and content, brokering connections, and distributing capital - will enable us to continue to respond to these unknowns in the most effective way.

I look forward to providing an update on the progress of our Re-Accelerator Programs and the stories of recovery that will undoubtedly emerge from our global programmatic response. Until then, stay safe.



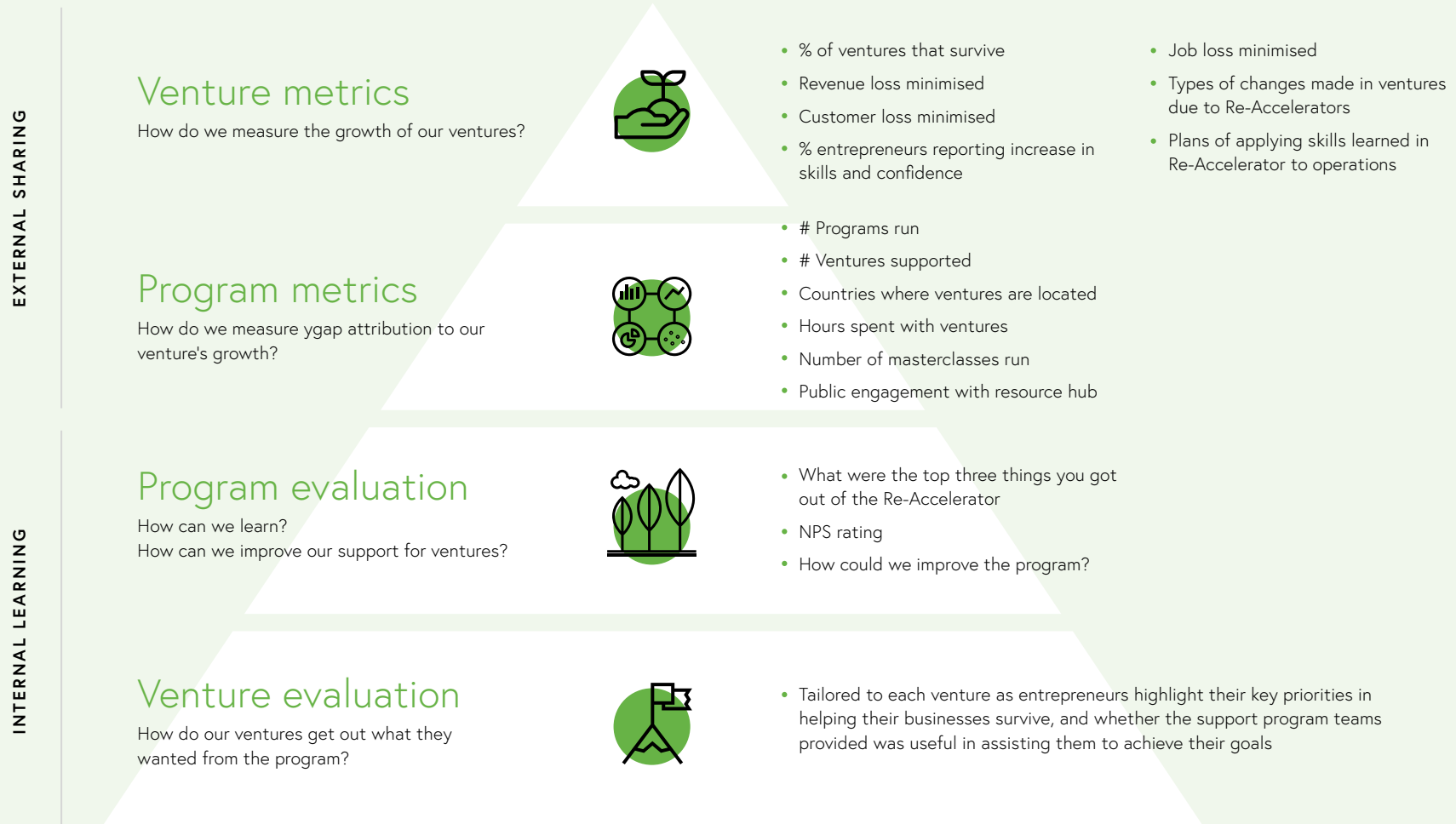


It is truly humbling to hear stories
of how ygap has impacted the lives
of people across the world.

MEHRAB BIN TAREK
BANGLADESH PROGRAM MANAGER

MONITORING, EVALUATION AND LEARNING

APPROACH TO IMPACT MEASUREMENT



"Impact measurement" is a term that has received a lot of airplay in recent years in the for-purpose and social sector. This sector speaks widely about the importance of social impact and why it's important to measure it, but putting that into practice can be a challenging process.

ygap has been on a journey to creating an impact measurement and evaluation framework that is fit-for-purpose. Not only do we want to be capturing what success means to us, but we also want to capture what success means for the ventures we support.

Since the first cohort of ventures ygap supported back in 2013, we have sought to answer the question – 'how do we know that our program is achieving success and empowering local entrepreneurs to strengthen their early-stage businesses and set themselves up for the best chance to grow and succeed?' Over the years we have conducted surveys, engaged in conversations with our entrepreneurs and monitored specific indicators to help us build the case for our methodology. We have sought to refine and adapt our support according to the needs of our entrepreneurs.



THREE KEY ELEMENTS OF YGAP'S APPROACH TO MONITORING, EVALUATION AND LEARNING (MEL)

The first, is that we are SDG-aligned. By supporting locally-led impact ventures, we are directly contributing to Goal 1: No Poverty and Goal 8: Decent Work and Economic Growth. We also contribute to Goal 5: Gender Equality through empowering female-entrepreneurs in our yher programs and ensuring that our wider ygap program is accessible to all genders.

The second element is defining 'ygap-direct' impact; these are the outputs of our program that we have direct control over. This is quantified through metrics such as how many programs we've run, how many ventures we've supported, and where these ventures are located. We also track a number of indicators which help give us an idea of the intermediate outcomes of the support we provide these ventures, including their survival rate, as well as their growth in revenue, job creation, and beneficiary reach.

The third aspect of our MEL approach is monitoring the effects that the ventures we support have on the communities they work with, up to two years post-program. We recognise that the ventures we work with are the ones who are doing the important work in inciting local change, whether it is by providing STEM education to young girls or training small-holder farmers to increase their crop yields.

In collecting this data we ask ventures to measure, to the best of their ability, the number of people that have been impacted by their work. These beneficiaries comprise an overall calculation of the number of people who have an opportunity to lift themselves out of poverty as a result of the 552 ventures that are ygap program alumni.

GUIDING PRINCIPLES FOR IMPACT MEASUREMENT

In developing an impact measurement framework in response to these three interlocked perspectives of understanding impact at ygap, we keep the following considerations in mind:

Simplicity – We recognise that we are a lean organisation working with early-stage ventures who are also running lean. This often means the resources available for data collection and reporting are limited. Therefore, we want to make sure that the data we are asking of ourselves and of our ventures are the most pertinent metrics that will help us understand growth patterns and program effectiveness.

Standardisation – In order to aggregate an amount of data across all our programs to see some global patterns and overall trends of ygap at large, we need some level of uniformity in the MEL frameworks created across programs.

Localisation – Aside from tracking overall ygap trends, specific programs may identify and monitor custom metrics based on the needs they're seeing in their ventures. A cohort of ventures in South Africa may be at very different stages of their journey than a cohort in Bangladesh, and we recognise that what success means for one venture could look very different to the next, and therefore what is successful support is also different.

Intention – Lastly, we differentiate between what data we share with stakeholders and the wider public in order to showcase the work we do with our ventures, and what data is for our own internal use, to evaluate the effectiveness of our programs, identify changes we need to make, learn and ultimately improve as an organisation.

Our approach to MEL has come a long way and the journey will continue on for time to come. An effective MEL strategy is an evolving art that needs to be adapted with every program and involve relevant stakeholders as much as possible. We are learning along the way and look forward to sharing with you what insights we find through the delivery of our Re-Accelerator Programs.





We are inspired and in awe of
the commitment and dedication
of our selfless entrepreneurs.

PALESA MABIDILALA
SOUTH AFRICAN COUNTRY DIRECTOR

YGAP COLLABORATIONS

STRENGTHENING ENTREPRENEURIAL ECOSYSTEMS

Through our global entrepreneurship programs, ygap has supported hundreds of early stage enterprises to date, all working passionately to solve local problems within their respective communities. As we evolve our program methodology towards adopting a more holistic approach to supporting their growth, we have also continued exploring ways in which ygap can use our power as an intermediary to influence the development of accessible, inclusive and just entrepreneurial ecosystems.

We have done this through powerful collaborations through our consultation arm, ygap Collaborations, that aim to disrupt negative power dynamics and encourage equitable systems change.



LAUNCHING THE GENDER LENS IN INCUBATION AND ACCELERATION (GLIA) TOOLKIT

In 2019, ygap partnered with the Australian Government and the [Sasakawa Peace Foundation \(SPF\)](#) to develop the [Gender Lens Incubation and Acceleration \(GLIA\) Toolkit](#). Launched at the Asia Venture Philanthropy Network Conference in Bali in February 2020, this resource aims to support Entrepreneurship Support Organisations (ESOs) to be deliberate about making their organisations, programs and ecosystem building activities more accessible and inclusive of all genders, and in doing so to use their collective power to advance gender equality. ygap developed the content in partnership with six intermediaries from Cambodia, Philippines, Myanmar and Indonesia.

With the global pandemic magnifying existing inequalities, ygap and SPF have decided to partner again to develop new content and capacity building opportunities to deepen our support for ESOs to apply a gender lens to their work.

One way we are expanding the current toolkit is to develop content around how ESOs can monitor, evaluate and learn from the gender equity, diversity and inclusion strategies they put in place. We'll also be looking to develop content that ESOs can incorporate as part of their program curriculums to better support women-led ventures, and support all ventures in considering how they can advance gender equality through their work.

WORKING WITH THE AUSTRALIAN GOVERNMENT TO BUILD OUR SUPPORT FOR SOCIAL ENTREPRENEURSHIP ACROSS THE PACIFIC ISLANDS

In 2019, ygap partnered with the Australian Government's Department of Foreign Affairs and Trade's innovationXchange to deliver the Frontier Incubators program, as part of the [Scaling Frontier Innovation \(SFI\)](#) initiative. Frontier Incubators aimed to build the capabilities of social impact accelerators and incubators across Asia and the Pacific Islands to strengthen their support for social entrepreneurs and empower them to develop their respective entrepreneurial ecosystems. ygap co-delivered the program as part of a consortium, and led the gender and power thematic. The [Guide to Impact Incubation and Acceleration](#) was created as part of the program.

As a result of the significant impact of the global pandemic on local communities and the economies of the Pacific Islands, ygap and DFAT have decided to extend our partnership to support the region's response under the SFI initiative.

Given the proven capacity of social enterprises to create employment for those most disadvantaged, whilst also contributing towards economic growth and delivering other social and community benefits, supporting these businesses represents an important part of responding to and recovering from this crisis in the region.

Recognising this, ygap performed a needs assessments with entrepreneur support organisations and social enterprises in the region, and designed a six month response program, which will be delivered through December 2020. The latter focuses on building resilience and developing the organisations' capabilities to adapt and respond to the challenges presented by COVID-19 and, where possible, respond to new opportunities.

In this upcoming year, we are excited to continue to build on these programs and explore new collaboration opportunities that leverage ygap's areas of expertise in order to grow our impact. If you're interested in exploring ways in which we can work together, please do not hesitate to contact ygap.co Lead, Audrey Jean-Baptiste - audrey@ygap.org.





FUNDRAISING

PROGRAM-LED FUNDING

Since ygap has shifted its focus to program design and delivery, alongside fundraising, we have developed greater breadth and depth in terms of our expertise around impact enterprise, locally led development, and contextualising our work based on location. Programs are co-created by our In-Country Program Teams based on the specific needs of the ventures in the ecosystems in which we work, detailed data collection from past programs, and insights gleaned from past iterations, which all contribute to the continuing evolution of our methodology and increasing effectiveness.

Implementing programs based on these core foundations ensures that we approach our work in the most effective way and is most likely to achieve the program's intended outcomes. Clear objectives underpinned by clear inputs, activities, outputs and outcomes, that are validated by a dedicated Monitoring, Evaluation and Learning strategy, provides ygap the opportunity to engage with funders who have trust in ygap's ability to deliver on these outcomes, and are willing to support the organisation to continue to do so.

Whilst having retained and still striving towards our vision of 'a world without poverty', this new direction is about focusing in on the results we have to show from the work that we've done, the tangible improvements in key metrics that emerge with every new data set we collect, and the continually developing expertise of the organisation as a whole.

Read more about ygap's program-led fundraising approach here - ygap.org/program-led-fundraising



Our motivation is simple — we want to help local heroes to be the change in their community.

ERAD KAWSAR
BANGLADESH COUNTRY DIRECTOR

2019-2020

POLISHED MAN

Polished Man reached an exciting milestone in 2019, bringing the total funds raised by the campaign to \$6 million over six years.

In July of 2019, ygap ran 'evac', a pilot program that was an Australian first - an accelerator focused on supporting impact ventures whose main focus was ending violence against children. Using the ygap methodology and curriculum, six ventures from around the country were selected to participate; [Commsync Foundation](#), [Jasiri](#), [eChildhood](#), [Elephant Ed](#), [Stymie](#) and [Restoring Hope](#). These ventures were selected based on their work towards helping end violence against children and represented a range of approaches, from prevention through education, to helping children recover from trauma.

In addition to the evac program, ygap was again honoured to be able to support beneficiary partners working towards trauma prevention and trauma recovery for children who are at risk of, or have experienced violence. In order to end the problem of violence against children, not just treat it, "85% of funds raised through Polished Man were put towards trauma prevention through ygap's programs, recognising income and economic strength as one of the key levers to breaking the cycle of violence and helping people to live happier, more fulfilled lives," says Polished Man Campaign Manager, Kaitlin Harasym.

In recognition that half the world's children have experienced violence in the last year alone, 15% of funds raised through Polished Man were given to some of the world's best trauma recovery programs run through [Hagar International](#), [SAMSN](#), the [Australian Childhood Foundation](#) and the [New York Centre for Children](#).

**POLISHED
MAN**

At the start of 2020, we welcomed long-time Polished Man team member Kaitlin Harasym to the position of Campaign Manager, and look forward to seeing where she takes the 2020 campaign. Given the events of this year so far, we know the campaign is going to look a little different than it has in the past. We also know that the need for raising awareness about, and supporting programs for prevention and recovery from violence has never been so pressing.

ygap would like to thank all the passionate supporters of Polished Man as we continue, year after year, to do what we can to help end violence against children, and hope to see you as part of the 2020 campaign.



THANK YOU

PARTNERS

We can't do what we do alone, and would like to acknowledge our valued partners who have generously contributed to ygap this past year across the different expressions of our work. From partners that help us improve the enabling environment for entrepreneurs at an ecosystem level, to the significant funders of our programs supporting the growth of impact ventures, or those who help to promote our campaigns, ygap is proud to work alongside the following partners and share in the successes achieved and learnings gained over the past year:



Andrew & Beth Phillips Family Foundation

Australian Ethical Foundation

Australian Government Department of Foreign Affairs and Trade

Build Bangladesh

Cameron Foundation

Fort Knox Storage Melbourne

Lacuna

LaunchVic

McLeod Family Foundation

The Mo Co

Modern Currency

The Noel & Carmel O'Brien Family Foundation

Petstock

Pinnacle Health

Raisely

Roberts Pike Family Foundation

Sasakawa Peace Foundation

Thinkerbell

TIC Group

Vasudhara Foundation

yd

FINANCIALS

SUMMARISED STATEMENT OF COMPREHENSIVE INCOME	2020	2019
	A\$'000S	A\$'000S
REVENUE		
Contracts	570.9	679.0
Campaigns	945.6	1,486.0
Partnerships	618.1	761.7
Government grants	181.0	
Other Income	12.5	111.0
TOTAL REVENUE	2,328.1	3,037.7
EXPENSES		
Funds to impact programs	1,719.2	1,628.4
Fundraising and organisational support expenses	701.5	983.8
TOTAL EXPENSES	2,420.7	2,612.2
(DEFICIT) / SURPLUS	-92.6	425.5

The complete 2020 Financial Report including the Director's Report and Independent Auditor's Report can be found on the Australian Charities and Not-for-Profits Commission (ACNC) website and is available upon request.

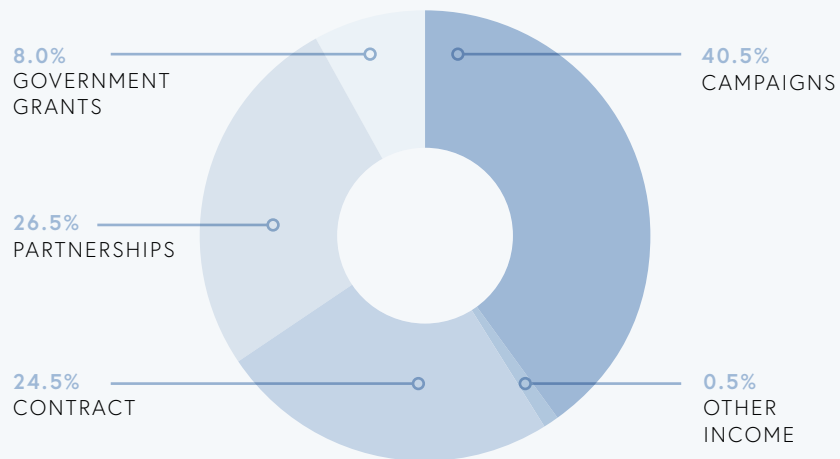
SUMMARISED STATEMENT OF FINANCIAL POSITION	2020	2019
	A\$'000S	A\$'000S
CURRENT ASSETS		
Cash and cash equivalents	794.7	1,001.0
Amounts receivable and other current assets	391.8	375.5
TOTAL CURRENT ASSETS	1,186.5	1,376.5
NON-CURRENT ASSETS		
Other non-current assets	74.5	64.1
TOTAL NON-CURRENT ASSETS	74.5	64.1
TOTAL ASSETS	1,261.0	1,440.6
CURRENT LIABILITIES		
Trade and other payables	69.4	109.8
Employee liabilities	47.7	43.3
Other current liabilities	118.4	169.4
TOTAL LIABILITIES	235.5	322.5
NET ASSETS	1,025.5	1,118.1
EQUITY		
Retained surplus	1,025.5	1,118.1
TOTAL EQUITY	1,025.5	1,118.1



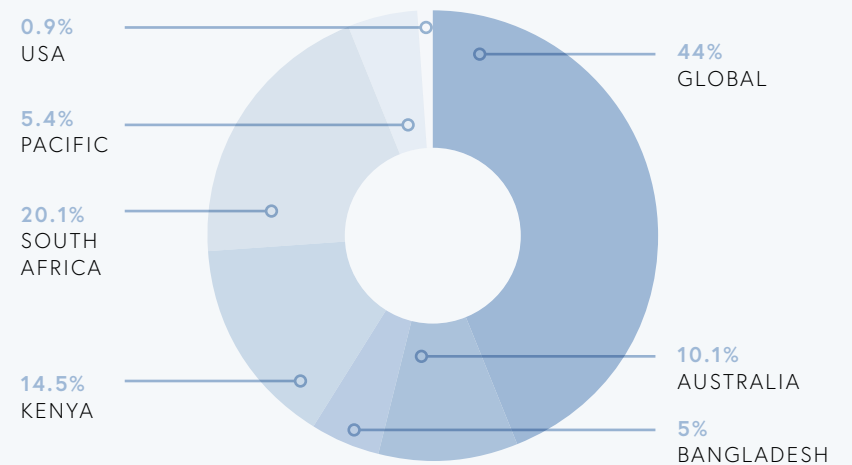
We got to one million by
starting with one.

ADELIDE MUTINDA
FIRST GENS PROGRAM MANAGER

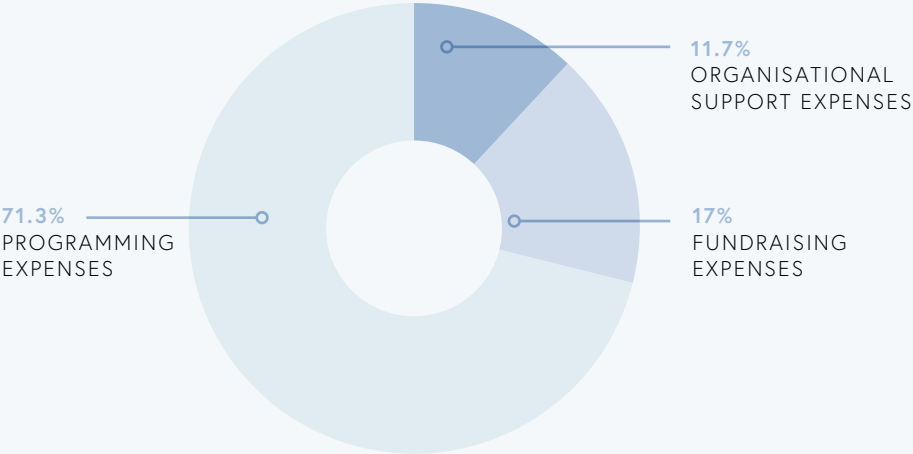
FY20 REVENUE BY SOURCE



FY20 PROGRAMMING EXPENDITURE BY REGION



2020 EXPENDITURE SUMMARY





85% of funds raised through Polished Man were put towards trauma prevention through ygap's programs, recognising income and economic strength as one of the key levers to breaking the cycle of violence and helping people to live happier, more fulfilled lives.

KAITLIN HARASYM
POLISHED MAN CAMPAIGN MANAGER



A FORWARD LOOK AT THE NEXT 12 MONTHS OF YGAP

CLOSING

As we close out on the 2019/20 Financial Year, ygap is proud of the progress we have made by backing local change in order to create sustainable and inclusive solutions for people to lift themselves out of poverty; particularly given the significant changes to 'normal' in the second half of the year.

Looking forward as an organisation whose vision is a world without poverty, there is significant work ahead given the millions of people who have been forced into poverty as a result of COVID-19. We are confident in the collective strength of our global team, partners and networks, and the strong vision we are setting for our future as an organisation to continue to drive change by supporting locally-led solutions to these global problems.

We're proud of the changes we've been able to make to continue supporting ventures in a needs-based capacity in a COVID-19 world. We reached our long term organisational goal of one million lives impacted by our work, and are in a strong position to continue building on and refining our work, and to consider the next audacious goal we will set for ourselves. We've come a long way thanks to the support of the people that make up the ygap community. Thank you for another year of progress, and we hope to see you again for the next one.

Team ygap.