

# Impact Report #1



HEATEO  
SIHTASUTUS



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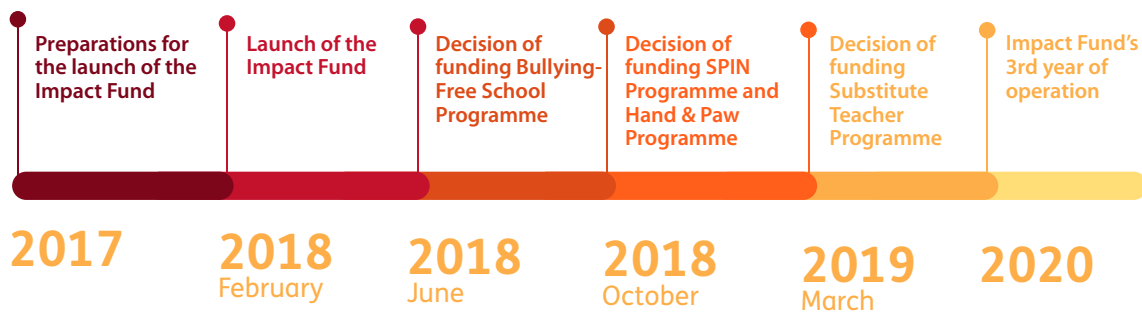
The Good Deed Foundation was established 17 years ago with the aim to launch and scale impactful initiatives that solve pressing problems in Estonian society. We have witnessed the birth of dozens of impactful social initiatives, and have contributed to their growth by providing them with necessary knowledge and skills. We are the practitioners of venture philanthropy and see our wider role as an advocate of venture philanthropy to make the principles and values widely known in Estonia.

Launching the Good Deed Impact Fund has been the result of many years of preparation and hard work. We are committed to initiatives that measure their impact and operate in areas where neither simple problems nor easy solutions exist. The Fund was established on 28 February 2018, its first grant decision was made in summer 2018. The following report sums up the activities and outcomes of the Impact Fund in 2018 and 2019, outlining the progress of supported initiatives during the funding period, and introducing our approach to supporting initiatives.

Over two years, we have experienced both success and failure. The results of the Bullying-Free School anti-bullying programme KiVa show decreased bullying rates in schools; funding of the SPIN Programme has

been increased by local municipalities; the Hand & Paw Programme has proved that the third sector can bring about significant change in an area as complex as the reintegration of offenders into society; the Substitute Teacher Programme is on its way to become financially independent. At the same time we have also witnessed the difficulties social enterprises experience in attracting investments and coping with rapid growth on limited resources. Supporting four initiatives in two years has shown the importance of the fund's role in promoting and encouraging the growth of social purpose organisations.

We would like to thank the supporters of the Good Deed Impact Fund – Ahti Heinla, Anders Anderson, Andres Rätsepp, Annika Tallinn, Armin Kõomägi, Heldur Meerits, Indrek Prants, Jaan Puusaag, Karli Lambot, Marju Kern, Raul Kirjanen, Sven Mansberg and Indrek Kasela / PRFoods, Jaanus Kosemaa / KAWE, Egon Talur / COBALT and Külli Lilleorg / Fontes PMP. Thanks to Doug Miller who has been the long time supporter of Good Deed Foundation and has inspired us in our mission to bring venture philanthropy to Estonia. Thank you to all who have contributed their time and knowledge to the success of the initiatives! Together we have shown that we can bring about changes with significant social impact for the first time in Estonia.



# THE FIRST TWO YEARS OF IMPACT FUND



## NULA INCUBATOR



317 ideas submitted



30 initiatives completed  
the incubator



7 initiatives applied for  
support



**4**

initiatives accepted  
by the Impact Fund

**240 500 €**

240 500 € of grants

**796 h**

796 hours of expert advice



Initiatives' target group increased **2.4** times

Initiatives' volume grew **1.4** times

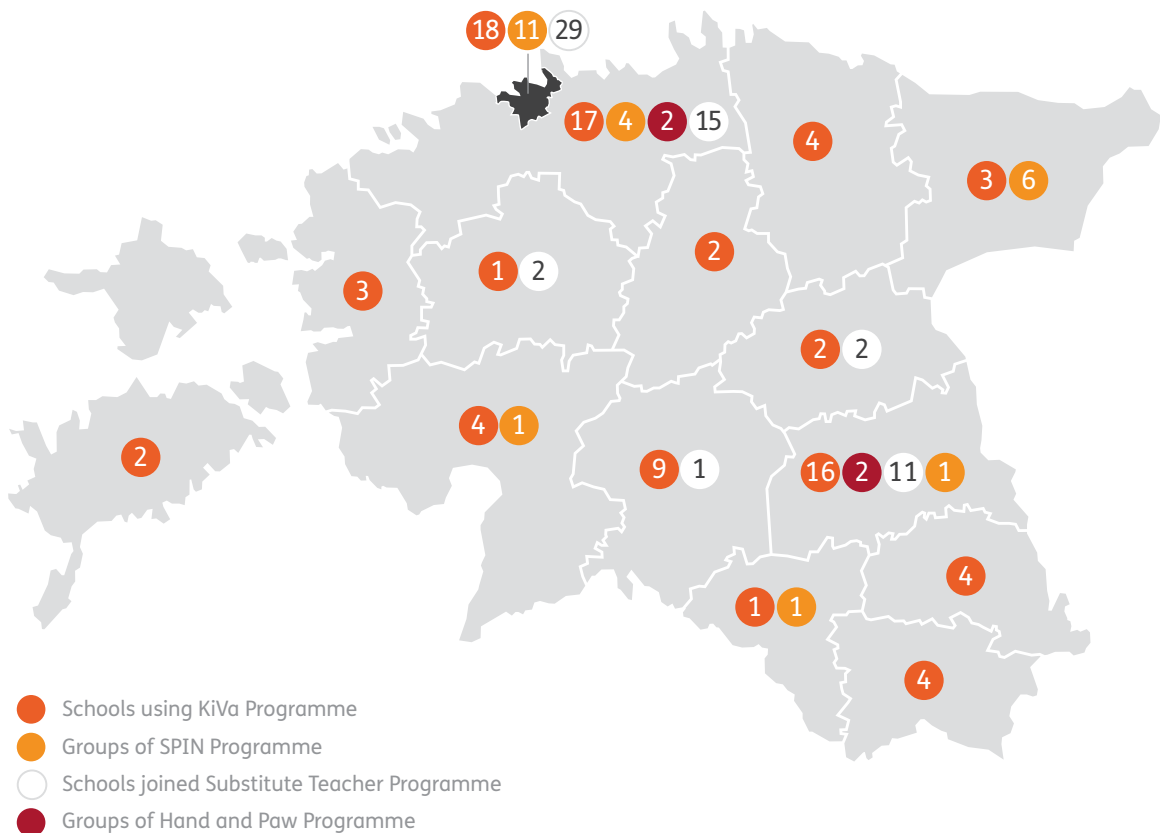


## IMPACT FUND



31 initiatives applied  
for support





“After the NULA start-up grant ended, the Substitute Teacher Programme’s team was able to continue thanks to the financial support from the Good Deed Impact Fund. As a result, we quadrupled the number of substitute lessons and partner schools within one year. The people from the Impact Fund are actively looking for ways to contribute to our development. Fontes, IT experts and lawyers have contributed to our work pro bono thanks to the foundation. Their support has helped speed up our progress.”

### Gerli Neppi

CEO of the Substitute Teacher Programme

“There are two equally important sides – financial and non-financial support to initiatives. Working closely with initiatives enables to keep track of their performance towards achieving goals, and bring in people and knowledge they need. The foundation’s long-term experience in fostering social initiatives is evident – their support to initiatives has been thought through and the impact is consistently measured. That provides the investor confidence that his contribution is used where it is needed the most.”

### Raul Kirjanen

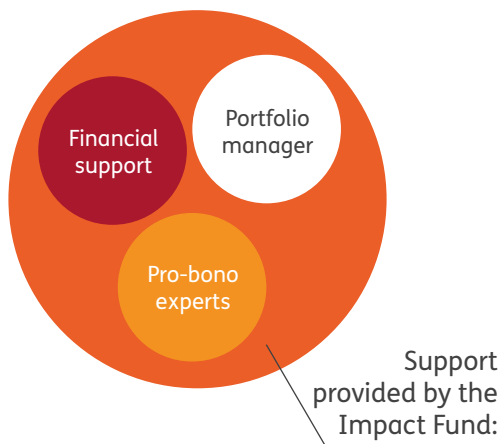
Supporter of the Good Deed Impact Fund

# HOW WE WORK

## WE ARE LOOKING FOR INITIATIVES THAT:

- 1 Solve pressing problems in Estonian society
- 2 Have a great impact and growth potential
- 3 Have a strong leader and/or team
- 4 Have a working operating model
- 5 Measure their impact on target groups

## HOW WE SUPPORT THE INITIATIVES



Coaching the leader



Target setting



Organisational structure and roles



Governance



Involving pro-bono experts



Communication



Impact measurement



Funding



Legal advice

## HOW WE DIFFER

### Emphasis on measuring impact

As our investments aim to solve societal problems, we have taken decision to focus on initiatives that are committed to measuring their impact.

### Multi-year support period

To be a meaningful partner to investee organizations, the fund supports up to six initiatives, each initiative for several years.

### Unrestricted financial support

Although the main targets and uses of the funding are agreed upon, there are no strict restrictions. Funding can be used for example for strengthening the team or evaluating impact.

### Non-financial support

We do not stop at financial support. We also contribute our time and know-how from the foundation's team and experienced professionals.

### Capacity-building

Financial and non-financial support is aimed at building organisational capacity and is backed by a belief that it will help the portfolio organisations achieve their mission and become financially and organisationally sustainable.

### Involvement of networks

We don't work alone. We involve experts from different fields (for example, Fontes for HR issues, or members of the Estonian Bar Association for legal advice).

"The Good Deed Impact Fund has helped me as a leader to see the bigger perspective and set focused goals. Collaboration with the foundation has brought new supporters to the SPIN Programme who have helped us develop working communication strategies and impact evaluation system. The quality of our work, and resources, both financial and non-financial, have increased thanks to the foundation. It has provided me with the confidence to carry out ambitious plans."

**Keit Fomotskin**

*CEO of the MTÜ SPIN*

"We found like-minded people from the foundation, who encouraged us to analyse the content and impact of our initiative at a much deeper level. Drawing on years of experience, they could help us set wise goals and the focus of attention. The Impact Fund agreed to finance our team's working hours which traditional funders do not support. The foundation's support has been personal and tailored to our needs."

**Minna Sild**

*Founder of the MTÜ Hand & Paw*

"Launching the Good Deed Impact Fund is a significant step in Estonian society. We have brought together philanthropists and agreed upon how we contribute to social initiatives. Financial support allows initiatives to take a step further, but accompanied by expert advice and time, it contributes to their rapid growth and helps them stay on track. The work of the initiatives involved goes beyond a few stories. These initiatives take on large scale societal issues and have a measurable impact. That is the existential starting point of the Impact Fund."

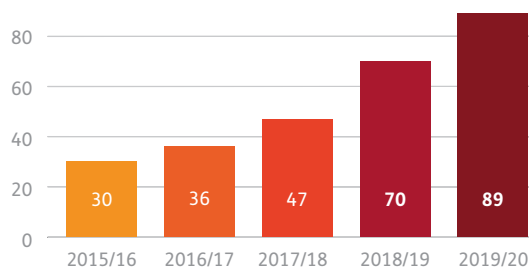
**Margus Rink**

*Chairman of the Board of the Good Deed Foundation*

# BULLYING-FREE SCHOOL



21 799  
Students



Number of schools implementing the KiVa Programme

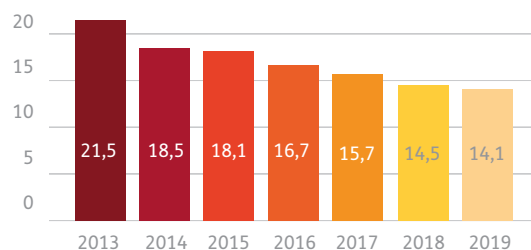
According to the results of the PISA 2015 study, one in five students aged 15 experience bullying in Estonia. Several international and national surveys have confirmed similar results among any age group, whereas in some schools the number can even be higher – one in four children. This exceeds the average rate in the European Union. Being a victim of bullying may have serious consequences that often include anxiety attacks, depression, low self-esteem, and suicidal thoughts. Both bullying and being targeted by a bully, as well as witnessing bullying have strong negative effects on the victim, the bully and the bystanders.

The Bullying-Free School is implementing the KiVa Programme, a research- and evidence-based anti-bullying programme created by the University of Turku in Finland. With the help of the programme, children learn to recognise bullying behaviour and respond to it. The programme consists of three pillars: prevention, intervention, and survey. The aim is to promote the attitude that bullying is unacceptable and provide children with tools to handle and stop bullying. To raise awareness and foster an anti-bullying mindset, KiVa lessons are integrated into the school curriculum. A special KiVa team is set up, that after rigorous training will take the responsibility for solving the bullying incidents

in school using specific methods. Before the programme starts and then every year in spring students fill in an anonymous online survey to assess the bullying levels in their school.

## IMPACT

The impact of the KiVa Programme is assessed with annual student surveys gathering information on how often they experience bullying. Teachers and school staff are also asked to provide feedback twice a year. The evidence from different cohorts implementing the KiVa Programme is that even on the first year of implementation, the average decrease in the number of victims is 22%. In schools that have used the programme over 6 years the bullying has decreased by a third.



The proportion of victims in schools that have been implementing the KiVa Programme for six years





“The advantage of the KiVa Programme is its systematic approach. By implementing the programme, the topic of bullying is constantly in focus. It will therefore increase our ability to recognize it and intervene, as well as provide homeroom teachers with additional support in dealing with complex cases. The student survey conducted every spring also provides reliable information on actual bullying situations in school environments.”

*Member of the KiVa team in Saaremaa Gymnasium*

“At times, the KiVa team needs to solve incidents of bullying. The positive outcomes bring us enormous joy. The joy continues when the child later tells that everything is good now. Children feel safe knowing that they can talk about their problems. Compared to a few years ago, the atmosphere in our school is much calmer now.”

*Member of the KiVa team in Pärnu Rääma Middle School*

# SPIN PROGRAMME

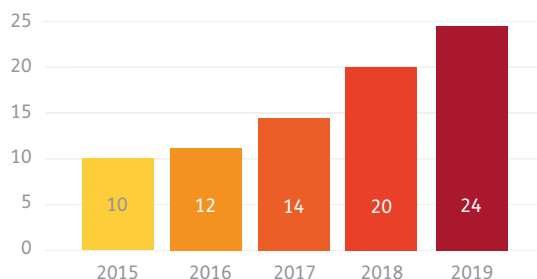


**216**  
Regular  
participants

In 2017, 6,405 minors aged 14–17 and an estimated 2,000 minors aged 10–13 committed an offence in Estonia. The main factors that are likely to increase the chance of youths becoming engaged in offending are early behavioural problems, lack of self-control and problem-solving skills, and empathy deficit. Many young people also lack positive role models and have been deprived of consistent parental care. Having little opportunities for hobbies and self-development, they spend their spare time on the streets and shopping malls. In some cases, it results in dropping out of school and that is one factor leading to crime.

The SPIN Programme is a sports-based development and prevention programme aimed at disadvantaged young people at the age of 9–18. The long-term goal of the programme is to create safer, stronger and more cohesive communities providing minors meaningful leisure-time activities. The SPIN Programme helps foster healthy social and self-management skills needed for coping in life.

The SPIN groups are run across Estonia. Each group has three 1.5-hour sessions a week. These sessions include football training and workshops designed to develop youngsters social competences and self-management skills. Football has a powerful drive for social development, motivating young people to



Number of SPIN groups

join the programme and teaching them life skills through team play and workshops. Groups are supervised and trained by a professional soccer coach from top Estonian football clubs and supported by an assistant coach who comes with a social work background. Training is free of charge.

## IMPACT

When measuring the impact of the SPIN Programme, the following aspects are monitored: youngsters participation in SPIN sessions, their behaviour during the training, academic achievements and school behaviour. Changes in their attitudes and behaviour is reflected and examined through an annual questionnaire. Contrary to the age-specific trend, several indicators of behavioural risk factors show positive developments.

**21%**  
of participants  
school  
attendance  
increases

**Improved  
self-control,  
self-esteem and  
pro-social  
attitudes**





“Control the uncontrollable – that was the slogan we started with. It was quite difficult in the beginning, but in terms of professional development as a coach, it was a very useful experience. If all goes smoothly, there is no need to look in the mirror. Development begins when problems arise. We need to leave an impact, and SPIN is an excellent opportunity to create a change. It gives me great satisfaction to see someone do well and make positive changes in life.”

**Ain Tammus**

*Trainer of FCI Levadia and SPIN Programme*

# HAND & PAW PROGRAMME



12 dogs  
were  
rehomed



12 participants  
completed  
the full  
programme

There are an estimated 2,400 detainees in Estonia. About 35% of those released commit a new crime within a year. The Hand & Paw Programme was launched to offer developmental activities to people serving sentences in open prison wards in closed prisons in Tallinn and Tartu. Within the programme, detainees train shelter dogs under the supervision and guidance of a professional instructor. The program aims to develop offenders' social and emotional abilities and lower the rates of re-offending.

The 8-week training programme consists of three meetings a week. Participants train dogs at animal shelters twice a week, and participate in workshops aimed at the development of the participant once a week. The participants acquire theoretical knowledge prior to contact with dogs, and each training session includes both theory and practical work. In the course of the program, the inmates learn to use positive reinforcement (rewarding dog's good behaviour), along with analysing what they learned and how it relates to their daily life. The short-term goal of the programme is to cultivate participants' social and self-management skills.

The programme should also have a positive impact on dogs. On average it takes 84 days to rehome a shelter dog. The first 14 days at a shelter are sponsored by local municipalities; the further costs are covered from donations. Shelter dogs with behavioural problems are

more likely to find a new, permanent home after completing the programme.

## IMPACT

Each participant is interviewed prior to the programme. Various questionnaires and criteria chosen in cooperation with Toivo Aavik, the professor of psychology at the Tartu University, are used to assess the participants' self-esteem, readiness for personal development, life satisfaction and emotional state. The same questionnaires are used to conduct follow-up interviews and appraisal shortly after completing the programme. Dogs' behaviour and obedience are also evaluated before and after the training. As the number of people who have completed the programme is still small, the results are of qualitative nature, therefore the study needs to be continued with a larger sample size.

Reduced  
negative  
emotions

Increased  
self-esteem,  
patience and  
life satisfaction





„We were looking forward to every Tuesday and Friday to go to the shelter. It is said that 90% of those in prison are there because they are unable to wait, they are too impatient. A dog teaches patience. My mindset has changed. At first, I didn't believe I could teach. I would not believe a dog could change so much in two months. Today I know that faith alone does not help, we need to engage in practical activities!”

*Participant from the Tallinn Prison*

# SUBSTITUTE TEACHER PROGRAMME



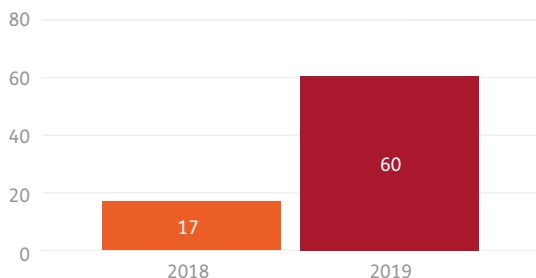
**6295 lessons**  
substituted



**154 active**  
substitute  
teachers

One of the biggest challenges for teachers is work overload according to Estonian teachers' survey TALIS 2013. In a medium-sized school (ca 500 students), about 200 lessons need to be substituted every month. Finding cover teachers within the school is time-consuming and increases teachers' workloads, for preparing and teaching cover lessons means additional working hours and stress. Long-term absence of teachers results in gaps in students' knowledge and has a negative impact on their academic performance.

To address the problem, the Substitute Teacher Programme was launched, providing schools with an online platform that facilitates the process of finding substitute teachers. Schools enter their substitution requests and the programme finds suitable teachers. All substitute teachers are qualified and have leadership experience or experience in working with young people. An absent teacher provides a lesson plan and evaluates the



*Number of schools joined*

quality of the substitute teacher's work after completing the teaching assignment. While the programme aims to alleviate time pressure and effort required to organise substitutions in schools, as well as offer high-quality lessons by motivated substitute teachers, it is also an excellent opportunity to promote the teaching profession and involve new people in the field of education.

## IMPACT

The impact measurement of the Programme is based on actual teachers' feedback, assessing the quality of substitutions, the achievement of learning objectives, substitute teachers' activities and performance in the classroom, and communication while preparing the lessons. School principals' satisfaction with the program is assessed with focused interviews.

**82%**

of headteachers  
report reduced  
stress and time in  
arranging  
substitutions

**97,5%**

of substitution  
requests were  
satisfied

**14**

substitutes hired  
by schools as  
full-time teachers

**4,6**

Substitute teachers'  
performance appraisal  
score given by actual  
teachers is 4.6 of 5





„I love to inspire people, make them see things inside and around them that they would not notice at first glance. I also have an inner need to share my knowledge with younger generations, so they could make the right choices in life. That is what working as a substitute teacher gives me.”

**Tanel Riivits**

*Lawyer and substitute teacher History, Social Science and English*

„Emili School’s collaboration with the Substitute Teacher Programme has been excellent. All substitute teachers have been motivated and have brought along interesting experiences. We have always been able to thoroughly discuss the content of lessons, and substitutes have taken time to get to know our school culture. So far, a solution has been found to each of our substitution requests.

**Indrek Lillemägi**

*Principal of the Emili School*



“What is very important and unique among donors in the field of education is that Impact Fund values the actual impact of the activities funded, cares about the quality and sustainability of the investee. And after thorough analysis and selection process trusts the organization in using the financing purposefully.”

**Triin Toomesaar,**  
CEO the Bullying Free School



# OUR APPROACH TO IMPACT ASSESMENT

The Good Deed Impact Fund's main objective is to grow the impact of its portfolio organisations. We measure both the initiatives' impact on their target beneficiaries, as well as the number of people the initiatives reach. It is important for us that the initiatives generate positive measurable impact and continue to serve a growing number of people.

We support initiatives that are committed to investing in impact measurement and management and implementing them into day-to-day operations. Experience has taught us that rigorous impact evaluations take time, for developing and implementing evaluation systems require financial resources and expert knowledge. We value teams who contribute their time and resources to impact evaluation.

Various frameworks have been developed that help us understand the impact measurement (Kellogg, Nesta). Based on practices of Estonian initiatives, we have described four levels of assessment, involving both start-ups and already active social enterprises.

**There are three elements that add weight to impact evaluation:**

- **Fidelity of intervention** – describes how well the service and its elements are described and the extent to which the intervention is delivered as it was intended.
- **Reliability of data collection and analysis** – describes the process of data acquisition and impartiality of the people collecting and processing information.
- **Amount of data** – the sample size of several hundred participants is needed for a reliable and valid analysis. In case of small sample groups, data from several groups need to be collected on the same basis over a longer period, to allow for generalization of the findings.

Impact assessment is the only way to determine whether the desired social change has been achieved. We strive to contribute to social purpose organisations' capacity for evaluating their impact as we believe that the proven positive impact will be the main argument for contributing to social initiatives in the future, both for philanthropists and public sector.



# ONE MORE THOUGHT

The world has changed significantly from the moment we started compiling this report until the Good Deed Impact Report #1 was published. Once again we see how vulnerable the world is and how needed the social initiatives we work with are. Covid-19 affected all of them differently, some had to slow down while other's workload increased considerably. We have heard the first news on public sector cuts. We see how difficult it is for social enterprises to reach new agreements and find funding for their programmes.

We would like to express the deepest appreciation to all the people and organisations, who have supported the Impact Fund. In addition to the fund's supporters, we have received advice and learned from the best practices of the European Venture Philanthropy Association, and wish to acknowledge the valuable guidance and contribution of **Doug Miller**, one of **EVPA's** founders, a long-time friend and supporter of the Good Deed Foundation.

Thanks to the support of the Good Deed community, we were able to achieve more than we would have done alone. The Foundation was and is supported by remarkable people, several of them have been by our side for many years: the co-founder of NULA Incubator **National Foundation of Civil Society** and our private sector partners **Swedbank**, **Krimelte/Wolf Group**, **NG Investeeringud**, **Assa Abloy Baltic** and **Estonian Bar Association**.

The entire Good Deed team has played an important role in creating this Impact Report. Our special thanks to **Kersti Ojala**, who has been leading the Impact Fund since it was still an idea on paper. A big thank you to **Katrin Arvisto**, who helped to put this report together, and to **Jaan Aps**, who has advised our impact evaluation work.

For us, focusing on how to achieve the biggest impact, to the widest possible audience, most efficiently will remain a priority in the future. The Good Deed Foundation is proud to continue its mission and do it together with you!



# SUPPORTERS OF THE IMPACT FUND

Ahti Heinla  
Anders Anderson  
Andres Rätsepp  
Annika Tallinn  
Armin Kõomägi  
Heldur Meerits  
Indrek Prants  
Jaan Puusaag  
Karli Lambot  
Marju Kern  
Raul Kirjanen  
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