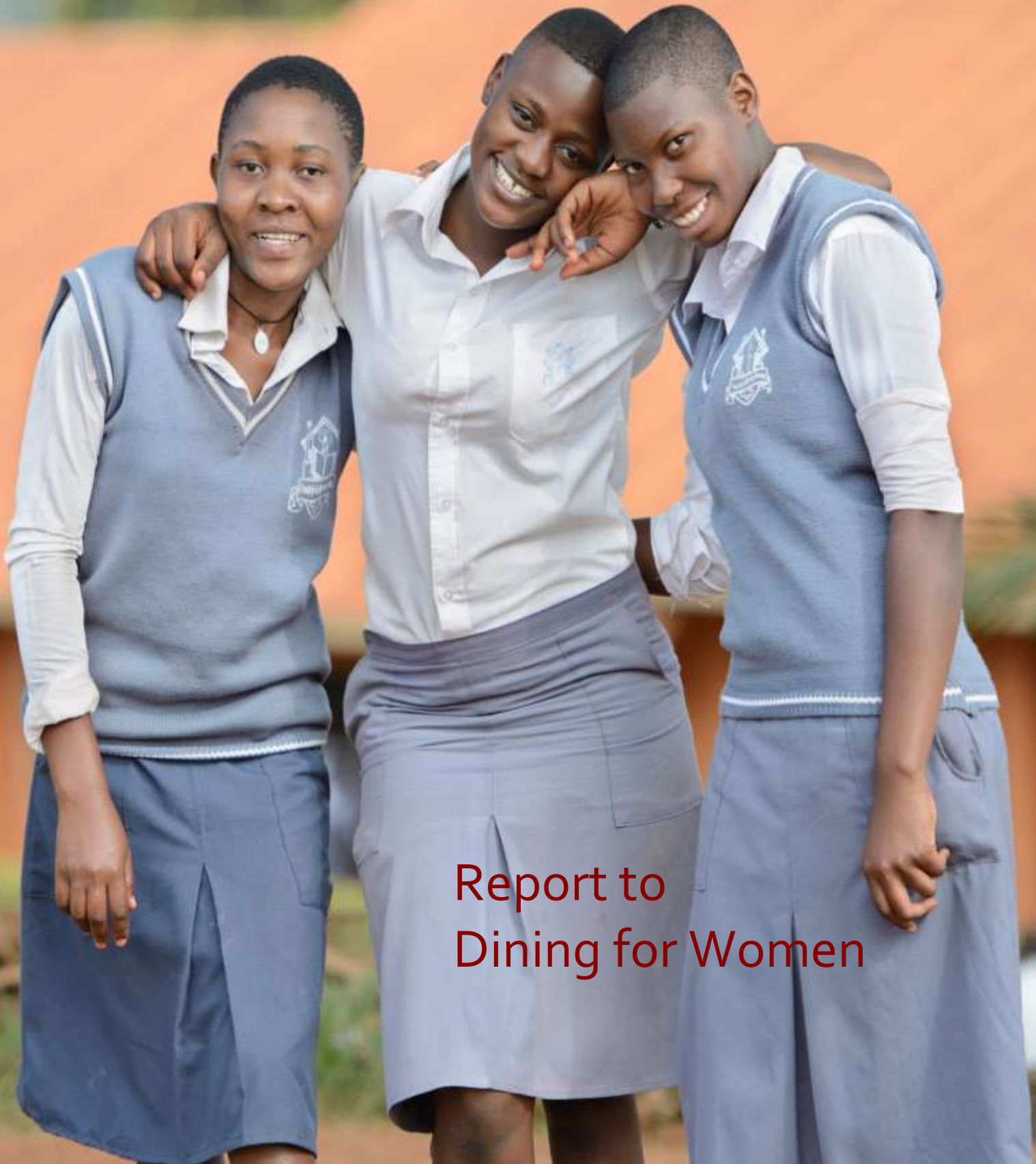




# EDUCATE!



Report to  
Dining for Women

## Information

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**Organization Name & Address:** Educate!, P.O. Box 12302, Denver, CO 80212

**Program Title:** Scaling a Proven Solution to the Mismatch Between Education and Life After School

**Grant Amount:** \$15,000

### Contact Person:

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## Project Progress Overview

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Thanks to support from Dining for Women, 2016 was a monumental year in Educate!'s history. In 2016, we exceeded our own goals for scale, as demand for our program grew beyond our own expectations. We grew from 252 schools in 2015 to over 450 schools in Rwanda and Uganda in 2016, intensively impacting over 20,000 youth in both countries. Our solution is now reaching a total of 240,000 youth broadly across Uganda and Rwanda, up from 137,000 in 2015. This represents an almost doubling year-over-year for youth impacted and schools served from 2015 to 2016. Additionally, we laid the groundwork for expanding to our third country by signing our most significant Memorandum of Understanding yet with the Kenya Institute of Curriculum Development. **We are deeply grateful to Dining for Women for supporting our 2016 growth efforts—we couldn't have done it without you!**

We are excited to share that we accomplished every partnership goal set out in our original proposal to Dining for Women. Your generous support provided intensive skills training to 120 girls across six schools in Uganda, and impacted over 1,050 girls more broadly through Educate!'s Student Business Clubs, peer mentorship events, and community service days. Thanks to your investment, these young women now possess the skills they need to be leaders, entrepreneurs, and changemakers in their communities.

## Progress toward Objectives and Outcomes

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Support from Dining for Women enabled us to achieve our objective of delivering the Educate! Experience to girls at six of our mixed-gender partner schools, intensively impacting 120 girls and reaching a total of 1,050 girls more broadly. By supporting expansion into new schools, Dining for Women's investment also enabled us to surpass our larger objective of working in 350 schools in Uganda in 2016 (updated from 250 schools in the initial 2015 proposal). This year, Educate! expanded to **nearly 400 Ugandan schools, reaching over 14,000 Educate! Scholars, with 7,430 (53%) of those being girls.**

Educate!'s program focuses on achieving four key outcomes: Improved Livelihoods (increased income and employment); Increased Business and Job Creation; Improved Community Participation; and Improved 21st Century and Business/Employability Skills such as creativity, grit, public speaking, business planning, financial literacy and savings behavior. The 120 young women supported by Dining for Women to participate in Educate!'s Skills Course now possess the foundational skills they need to succeed in their lives outside of school and become the drivers of development for their communities.

We are excited to share the following updates on our program's progress in 2016:

### Skills Training in Leadership, Entrepreneurship, and Workforce Readiness:

We had close to a 100% retention rate for schools participating in the Educate! Experience this year. This means very few schools dropped out of our program, an exciting achievement for 2016!

In 2016, we enrolled a record number of Scholars in our Skills Course. **This year, 156 Mentors delivered over 8,500 lessons to more than 14,000 students in over 397 schools** across Uganda. In the final term of the school year, our Scholars:

- Developed hard and soft skills in problem solving, creativity, social responsibility, savings, resource mobilization, resilience, research, and product making.
- Ran a Mentoring Week at their schools, in which each Scholar was encouraged to lead a school-wide event that would benefit their peers and the broader student body.
- Pitched their "Back Home Project" ideas, independent businesses or community projects that students are encouraged to implement over the holiday break to gain practical business experience.

**In the second half of 2016 we held over 50 Skills Retreats, attended by over 13,500 Educate! Scholars!** Skills Retreats are an annual part of the Skills Course where Scholars and teachers convene at the district level and learn how to make a product. This year they learned how to make mosquito-repellent beeswax candles. One of the Retreats in Jinja was covered by several local media stations and had a guest of honor from the Office of the President of Uganda! After the Skills Retreats, Scholars returned to their schools and hosted a Skills Day where they shared their new skill with their peers.



Program Officer Mary Nakitto being interviewed during Jinja's Skills Retreat

### Student Business Clubs

In 2016:

- 99% of Educate! Schools launched a Student Business Club
- 96% of clubs launched at least one business project
- 88% of clubs generated a profit of 50,000 Ugandan Shillings (about \$14) or more!



In the final term of the school year, Club members began preparing for Educate!'s 2017 National Business Competition, where Clubs showcase the skills that they have learned throughout the previous year and gain hands on experience pitching their projects and preparing other materials, like budgets and marketing materials, for the panel of judges.

### Educate! Scholar Turns a Problem into Opportunity

In order to make ends meet, Rona's mother used to rent out the spare room in their home, but every rainy season the room would flood, making it impossible to keep long-term tenants and keep a stable flow of income. Rona's Educate! training inspired her to look for innovative solutions and to use the resources she already had at her disposal to overcome this challenge. Rona pitched a new business model to her mother—instead of housing tenants, the room could house something else: chickens! Rona realized that she could build a raised chicken coop within the room using readily available and inexpensive materials, allowing the chickens to roost above the flooded floor when the rains came. With the support of her Educate! Mentor, Rona drew up a business plan to map out her start-up costs and ensure that her chicken project would be profitable. Her mother was impressed and agreed to the plan. Now, Rona's chicken project provides a steady flow of income throughout the year, allowing her family to live more comfortably and securely.



### Youth Business Experience

Educate!'s **156 Mentors had 94% attendance at Youth Business Experience** meetings in the second half of the year. Youth Business Experience gives Mentors the opportunity to polish their skills as leaders and facilitators, as well as receive skills training in financial planning, fundraising, and building improved business models, enabling them to grow their own businesses. In the second half of this year, Mentors were trained on best strategies of marketing their businesses and how to form cooperative groups in collaboration with other entrepreneurs so that they can tap into a wider and consistent market network.

### Monitoring and Evaluation

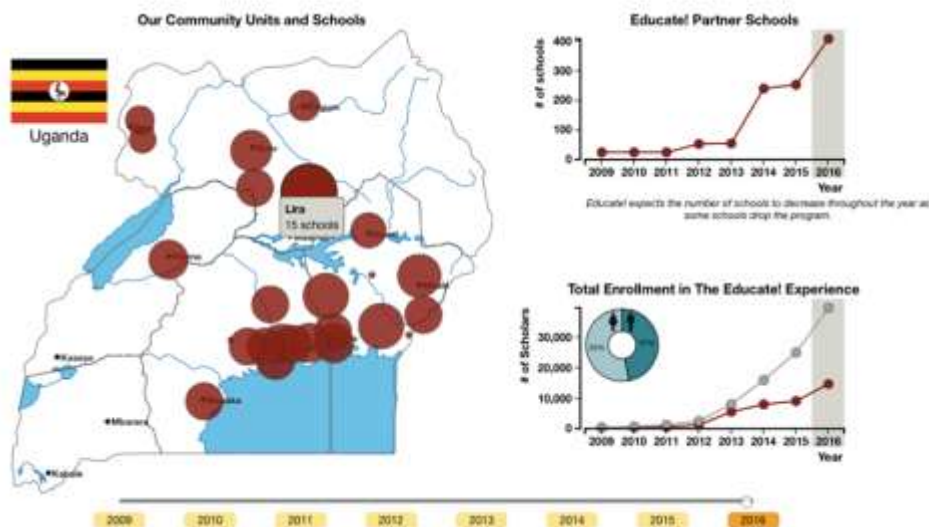
Educate! is committed to having a best-in-class monitoring and evaluation system, especially as we continue to scale across Africa. Our M&E system is in-depth and timely enough to provide rapid information to manage our programs, but light and scalable enough to serve the growing number of schools we will work with as we grow.

### Real-Time Monitoring

Educate! uses SMS (text messaging) and smartphone surveys as key components of our M&E system. Our sophisticated mobile money and telecommunications system allows for rapid turnaround, strong program management, and cost-effective data collection for monitoring and evaluation via SMS and smartphones. These technologies allow Educate! to

gather regular information from our field staff in remote parts of the country immediately, enabling us to make adjustments as needed to maintain program quality at scale.

We've made several investments in expanding our M&E systems in the past year. As discussed in the previous report to Dining for Women, in 2016 we launched an interactive, web-based external dashboard. The metrics that field staff provide through their SMS and smartphone reporting populate a web-based dashboard, which is updated automatically throughout the year on a weekly or trimesterly basis, depending on the data.



Screenshot from Educate!'s monitoring dashboard

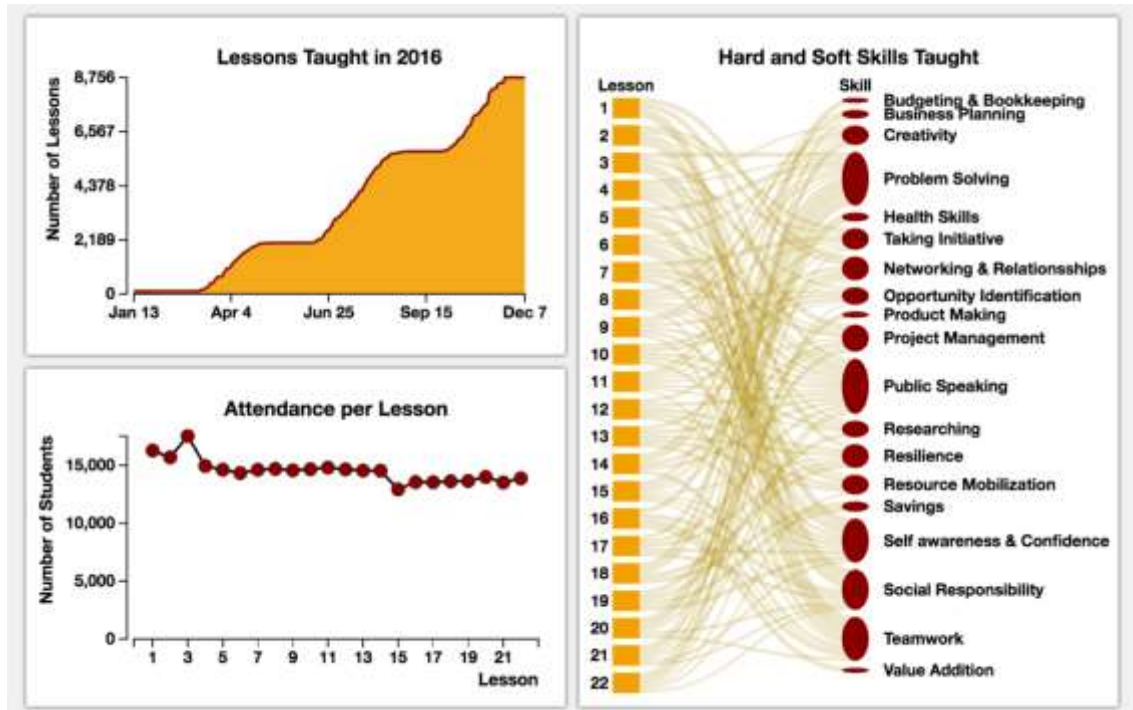
### Monitoring Outputs and Short-Term Outcomes

To ensure strong performance management, we have prioritized our outputs and short-term outcomes into 25 key performance indicators (KPIs), which we use to monitor program performance. Top KPIs include Scholar attendance, percent of schools with Student Business Clubs with revenue, and median revenue of Student Business Clubs. Monitoring these KPIs helps ensure strong performance management across all of Educate!'s partner schools.

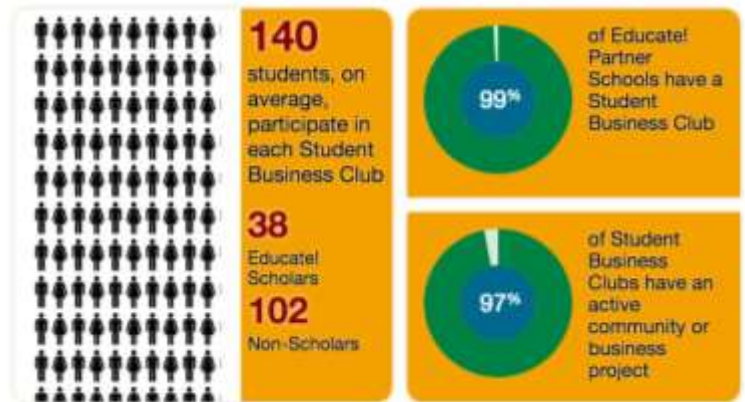
### 2016 Monitoring Results

The Dining for Women investment enabled Educate! to deliver the Educate! Experience to six additional partner schools, intensively impacting 120 girls and reaching a total of 1,050 girls more broadly. Your investment also supported our larger goal to grow to reach 350 schools in Uganda in 2016, which we are proud to have surpassed. Educate! expanded to work in almost 400 Ugandan schools this year, reaching over 14,000 Scholars, with 53% of those being girls. Here is a summary of results measured from all partner schools in 2016:

- 156 Mentors delivered over 8,500 lessons to more than 14,000 students in close to 400 schools across Uganda



- 99% of Educate! Schools launched a Student Business Club, over 96% of clubs launched at least one business project, and 88% of clubs generated a profit of 50,000 Ugandan Shillings (about \$14) or more



- Educate! Scholars started and ran businesses, created jobs, and improved their communities



## Challenges and Organizational Learning

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Educate! is using the challenges we faced in scaling our programs in 2016 as opportunities to adapt so that we can continue to effectively meet the needs of the youth we reach.

### Building an Expertise in Gender

Our Randomized Controlled Trial in Uganda showed that Educate! has an outsized impact on girls: Girls who participate in Educate! programs show a **120% income increase** over the control group and a **152% increase in business ownership**. As our reach grows, we feel a growing responsibility to make sure we are continuing to provide the best educational experience we can to the tens of thousands of girls we reach. To address this, in 2016 we launched a research and development project to learn what we have done well with girls and to study our gender-related challenges to ensure we continue to have an outsized impact on girls as we scale. This project also included updating our curriculum to be more gender responsive and integrating comprehensive gender awareness trainings for our teachers and staff.



Program Coordinator, Jane, facilitating a Gender Training

Using participatory and iterative mixed methods research we found:

- Educate! Scholars had very positive perceptions about women's ability to start their own businesses, pursue higher income activities, and be worthy of investment.
- Teachers who received our training showed an improvement in attitudes about girls taking leadership positions, pursuing higher income activities, and participating in the classroom.

We are encouraged by these findings and plan to continue to strive for gender equity as we grow.

### Program Officer Partnership Corner

Educate! started a new peer learning opportunity called Program Officer Partnership Corner to help our Program Officers in Uganda manage some of the regular challenges they face in relationships with schools. Educate! has over 20 Program Officers, who face many recurring challenges that may result in schools leaving the program. During their regular monthly meetings, Regional Officers (managers of Program Officers) share their expertise on school partnerships through trainings on topics such as: the science of persuasion, productivity and time management, and evidence-based advocacy. The trainings also include time for more experienced Program Officers to share their strategies with those who have struggling school relationships. We are excited to share that this peer learning program has been very successful in strengthening our school relationships—it **has resulted in close to a 100% school retention rate this year!**

### Lessons from Educate!'s Internal Advisory Board





Educate! holds regular Internal Advisory Board Meetings in Uganda and Rwanda to get feedback from Mentors about the challenges they face. At the last meeting in Uganda, Mentors from Northern Uganda shared that student attendance has been lower than targeted because girls have too many obligations at home to stay after school to attend lessons. This challenge is specific to Northern

Uganda, which is a highly impoverished rural area. This was our first year working extensively in Northern Uganda, so we were focused on adapting our program to meet their needs. To increase attendance, we are working with our Mentors to ensure they find time for lessons during the school day to allow all students to attend easily.

## Operational Infrastructure and Funding Update

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Educate!'s organizational and programmatic situation has not changed since the original Dining for Women proposal. However, since submitting our original proposal, our organization has grown internationally, more than doubled our fundraising revenue, and brought onboard many new team members to support our massive growth.

## Preparing to Expand into 450 Schools in Uganda

We began laying the groundwork to expand to 450 schools in 2017 by hiring and training five new Program Officers who have been working in the field in Central, Eastern, and Northern Uganda to recruit new partner schools. Our goal is to maximize school partnerships in regions where we currently operate to expand most efficiently. So far we already have at least 40 new schools that have paid a deposit to implement the Educate! program in their school – that means we are already 40% of the way to our 2017 goal!

## Growing our Global Team

We created a new position for an Evaluation Director, Meghan Mahoney, who is responsible for all research and impact evaluations. Prior to joining Educate!, Meghan was a Policy Manager at the Abdul Latif Jameel Poverty Action Lab (J-PAL) at MIT, where she oversaw J-PAL's Labor Markets and Youth sector. Her expertise in evaluation in our field will be a great asset to our team. In addition, we hired a Rwanda Country Director, Donnalee Donaldson, who will lead operations in Rwanda. Donnalee is a former litigation attorney for the City of New York's Law Department. Prior to Educate!, she worked for Kepler in Rwanda where she helped launch two university campuses in three years. She is passionate about providing access to quality education and we are thrilled to have her join our team. Finally, we recently hired our second staff member in Kenya, George William, a Design and Policy Manager who will focus on our design and training strategy, training management and overseeing innovations.



## Future Plans

Educate! is gearing up for a pivotal period and taking on enormous new challenges - unprecedented scale in Uganda, an ambitious reform and the foundations for scale in Kenya, and a first-of-its-kind reform implementation model in Rwanda. In 2017, we will:

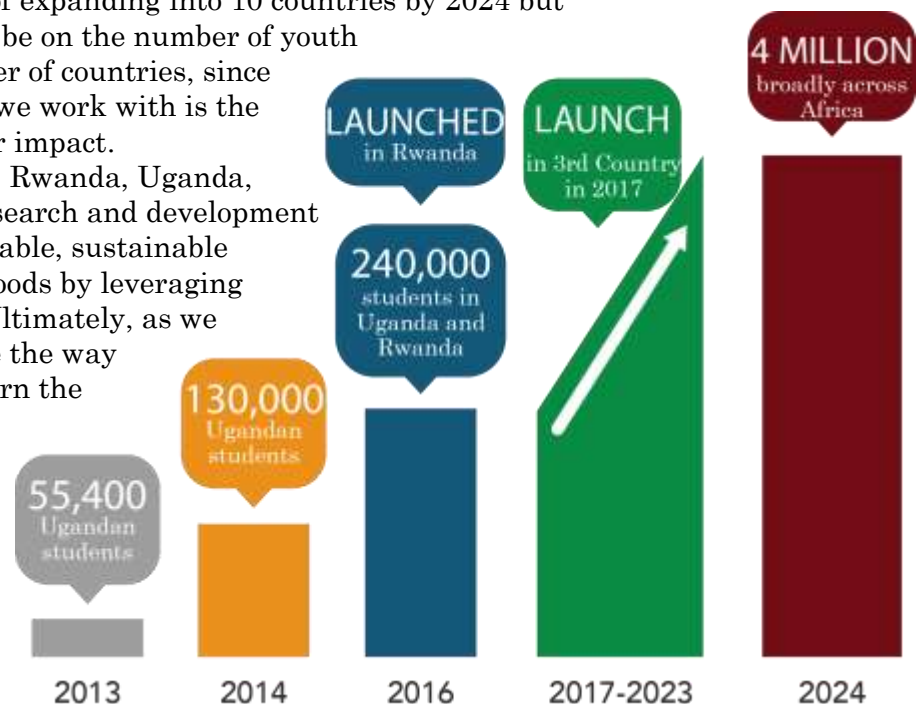


Sign at a school Northern Uganda

- Grow to 450 schools in Uganda, intensively impacting 18,000 students, and reaching over 150,000 more broadly.
- Continue reform implementation efforts through our Educate! Exchange teacher training pilot in Rwanda, growing to reach over 140,000 students through these reform efforts, as well as intensively impacting 6,000 youth.
- Launch a pilot in 18 schools in Kenya, intensively impacting 720 students. We will also work to hire staff and establish operations to begin scaling the Kenya program.

Our Vision for 2024 is to measurably impact one million students, and reach four million students more broadly, across Africa each year. We revised the vision this year: we originally included a target of expanding into 10 countries by 2024 but determined our focus should be on the number of youth reached rather than a number of countries, since the number of young people we work with is the best ultimate indicator of our impact.

To reach our Vision for 2024, Rwanda, Uganda, and Kenya are serving as research and development labs for testing the most scalable, sustainable ways to impact youth livelihoods by leveraging education systems change. Ultimately, as we transform at a national scale the way these secondary students learn the skills for life after school, we strive to always be learning and improving how we implement our model to ultimately deliver measurable change to life outcomes for millions of youth through education systems.



## Impact Message to Dining for Women Membership and Donors

The entire Educate! team is enormously grateful to Dining for Women members and donors for their generous support of young female leaders and entrepreneurs in Uganda. Your investment in these young women has an exponential impact, as you'll see in the stories below. Thanks to Dining for Women, 120 ambitious, driven young women like Munirah and Victoria have been empowered to transform and improve their circumstances by learning to take leadership initiative, start small businesses, and improve their livelihoods. Ultimately,

these young women will become the leaders and changemakers who drive development across Africa. Thank you for standing beside us in 2016 as we worked to develop the generation that will solve poverty.

## Meet Munirah

Munirah Bashirah is one of Educate!’s superstar Mentors. After graduating at the top of her Educate! class last year, Munirah applied to be an Educate! Mentor to pass on the business skills, confidence, and sense of purpose she gained through Educate!. In her first year as an Educate! Mentor, Munirah was recognized as “Mentor of the Week” for implementing the Educate! Skills Course in her three schools and inspiring her Scholars to dream big and put forth their best effort. At the same time, Munirah continued with her own personal and professional development by taking computer classes and growing her art and design business. Munirah’s business, the “Muni Textile and Fabric Co.” runs several projects, including modest fashion design and retail for other young Muslim women and screen printing. For the Kampala City Festival this year, Munirah screen printed and sold over 300 tee shirts with the Festival’s logo, demonstrating her deep understanding of branding and marketing. By budgeting for and taking on ambitious business projects like this, Munirah has been able to grow her business quickly and the future is looking bright.



## Meet Victoria



Victoria Ahumuza is an Educate! Graduate and the proud owner of her own bakery. Victoria’s bakery makes and sells cookies, cake, and bread to people in her community, and recently, she has started working as a supplier for the local grocery store and several other shops in her town. When she first got her start, Victoria prepared about 50 packs of cookies per week and sold them for 500 Shillings (about 14 cents) each. Thanks to the business skills she gained through Educate!, Victoria was able to grow her business over time through careful budgeting and planning. Victoria recently was hired for a job in the

formal sector, but she continues to manage her bakery and has several employees. The extra income she receives from her business allows her to build her savings, and she hopes to someday pursue further education and become an accountant.

## Attachments

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### 1. Photographs of the program depicting the women/girls who have benefited from the grant funds, and confirmation of right to use photos

Several high-resolution JPG photos of the program have been submitted to Dropbox.

Educate! confirms its ownership of these photos and right to share them with Dining for Women as per local law. Consent of all photo subjects has been obtained.

### 2. Detailed list of all expenses incurred during the reporting period which have been paid for with the Dining for Women grant

Educate! will follow up with the detailed list of expenses paid for with the Dining for Women grant as soon as books close for the second half of 2016.