1. Organizational Information:
   A. Organization Name: The Batonga Foundation
   B. Project Title: The Future Leaders Project
   C. Grant Amount: $48,099
   D. Contact Person: Caitlin Hone
   E. Address: 1140 3rd Street NE, 2nd Floor, Washington, D.C. 20002
2. Recap briefly what outcomes the project was designed to achieve.
The Batonga Foundation aims to empower adolescent girls and young women in Benin with the knowledge and skills they need to be agents of change in their own lives and communities. We envision a safer, healthier and more equitable world in which all girls and women can thrive. The Future Leaders Project, generously funded by Dining for Women, was designed to empower the most vulnerable adolescent girls and young women to lift themselves, their families and their communities out of poverty. This project has improved the social capital, health and livelihoods of adolescent girls and young women at the highest risk of the worst outcomes by providing access to girl-only safe spaces, support from a local female mentors, training on business and life skills, and resources to start small businesses.

3. What was accomplished in connection with this project?
Since partnering with Dining for Women, Batonga’s programming has dramatically transformed, creating a lasting impact on the country of Benin and the vulnerable young women and girls living there.

Objective 1: Identify at-risk adolescent girls and young women to target for recruitment
- In July of 2018, Batonga’s staff, Mentors, and Assistant Mentors engaged in a month of intensive door-to-door surveying in order to find and recruit the most vulnerable adolescent girls between 10 and 16 years old in each of our 15 target communities. Following this demographic data collection, Batonga actively recruited the most excluded and vulnerable young women and girls to join our SONAFA Leadership Clubs based on characteristics such as education, housing, and/or marital status. As a result, 68 new Leadership Clubs for 1,989 girls 10-16 years old were established in October 2018.
- Batonga now reaches 3,663 vulnerable adolescent girls and young women (aged 10-26, out of school/ orphans/ young mothers/ girls who have never been linked to social services) across 15 communities in Benin and engaged them through 126 SONAFA groups. Since 2017, the number of young women and girls reached has grown by 96%, the number of SONAFA Leadership groups has increased by 113%

Objective 2: Increase targeted girls’ social, cognitive and personal assets
- Batonga’s curriculum, developed in partnership with Aflatoun, delivers life skills, financial literacy, and employability/entrepreneurship training to all girls in our program on a weekly basis.
- Batonga’s SONAFA Leadership groups have launched 141 small businesses to date, engaging 1,629 adolescent girls and young women ages 17-27 in sustainable income-generating activities. An additional 964 girls ages 12-16 adolescent girls and young women are on track to be connected to resources to start small businesses by October of 2019.

Objective 3: Increase community and national support for evidence-based programs for adolescent girls and young women
- Batonga convenes a thriving community of practice which includes some of the world’s largest INGOs, like CARE and Plan International, as well as local and regional organizations such as WANEP Benin and RIFONGA. Our Adolescent Girls Learning Circle meets quarterly to improve partner coordination, share data, identify programming gaps, and mobilize actors to reach overlooked populations.
4. Have the number of beneficiaries changed?
Since launching our partnership with Dining for Women, we have exceeded our initial estimates both for our total beneficiaries reached as well as the age range of direct beneficiaries reached. In our initial proposal, we estimated that during this grant period we would increase our direct beneficiaries from 1,600 to 3,200 off-track girls, ages 15-24 and increase our indirect beneficiaries from approximately 6,400 to 12,800 individuals. In late 2018, we expanded our age range to include girls as young as 10, reaching 1,562 of the most vulnerable girls 10-16 years old in our target communities. We subsequently launched 68 clubs for these girls, segmented by age (clubs for 10-11 year olds and clubs for 12-16 year olds). This expansion doubled the reach of our programs and Batonga’s Leadership Clubs now reach 3,663 adolescent girls and young women between 10 and 27 years old. We estimate the number of our indirect beneficiaries to be 14,652, nearly 2,000 more individuals than initially estimated.

5. What challenges did you face? How did you address these challenges?
Over the course of this grant period, we have faced several challenges described below. We are currently planning to integrate these proposed solutions into our next programming phase.

Challenge 1 - Lack of assessment tools for measuring transferable skills:
Measuring improvements in skills such as leadership, self-esteem, communication and collaboration has proven difficult. Batonga and Population Council are developing a mobile tool that will allow Mentors to monitor attendance and soft-skill acquisition. It will capture quantitative data like attendance rates and session facilitation information and qualitative data such as journal notes. Batonga will use this tool to develop innovative ways of tracking progress in soft skills in real time.

Challenge 2 - Meeting the Demands of Girls:
- For More Material Support: Though Batonga’s methodology has moved away from material handouts and scholarships, there remains a high demand among our girls for this type of support.
Batonga’s Mentors are concerned that if we do not find an alternative way to address this recurring demand, there may be a negative impact on the morale of participant girls. Batonga has started distributing small Christmas food packages for the girls in an effort to address this, but our team in Benin is also mapping out additional material support that could be integrated in our services.

- For Additional Skills/Trades: The girls in our Clubs are voracious learners, who are deeply motivated to gain new entrepreneurship knowledge and skills. Each time our Clubs learn a new skill there is an almost immediate demand for new knowledge, skills and trades. As such, it has been difficult to keep up with this persistent demand for new training. Batonga Mentors have noted a correlation between the frequency with which older girls request to learn new skills and with waning attendance. To address this challenge, this year we are piloting “Batonga Training Centers” which will allow girls from our Clubs to have access to additional skills training including tailoring, hairdressing/barbering, agricultural product processing.

Challenge 3 - Lack of Dedicated Physical Space: Batonga does not currently have designated physical spaces for our Leadership Clubs. Our Clubs currently use classrooms at local schools, which are only available on Wednesdays and Saturdays. As such, our Club meetings are restricted to these two days each week, limiting our scheduling flexibility and making it difficult to adapt to girls' needs. This can lead to seasonal decreases in Club attendance, for example due to harvest season responsibilities or holiday travel. Batonga is currently exploring how to obtain safe and accessible spaces for our Clubs.

6. Is your organization situation different than presented in the approved proposal?
Since Batonga’s proposal was approved, we have undergone a period of exciting and thoughtful growth. Batonga’s team in Cotonou brought on Cherifatou Gounou, Batonga’s Program Assistant for Gender Inclusion and Innovation and Batonga’s Washington, D.C. office had the pleasure of bringing on Emily Strange as our Marketing and Development Officer. We also expanded our field staff to include 57 new part-time Assistant Mentors, recruited from our Clubs. This has been transformative in their lives as these young women have struggled with limited employment or leadership opportunities.

In December of 2018, the Beninese Ministry of Foreign Affairs officially recognized Batonga as a Beninese NGO in a ceremony attended by our Board of Directors, as well as Beninese government officials. This official legal status is only granted to organizations that have gone through an extensive vetting process. Finally, Batonga’s current Executive Director, Stephanie Lord, will be transitioning from her role and Batonga’s new Executive Director, Emily Bove, will begin her tenure on August 30th. We are carefully planning this transition to ensure no loss of momentum or institutional knowledge.

7. What were the most important lessons learned?
Batonga is committed to being a learning-focused organization, and the generous support of Dining For Women has helped Batonga improve our capacity to dive deeply into our lessons learned, including:

Foster a culture of learning, risk-taking and innovation. We have found that glossing over challenges hinders the development of innovative approaches to problem solving. In response, we have emphasized the need to actively encourage staff at all levels to take risks and view issues encountered as learning opportunities rather than failures. For example, next year, Batonga plans to pilot a Mentor Innovation Fund to encourage creativity, learning, and risk-taking among our Mentors and Assistant Mentors.
Actively engage participant girls not as beneficiaries but as program co-creators and leaders. Program participants must be included in program design and implementation to enhance their engagement and ensure the relevance of the material and services being offered. For example, since bringing on 57 former program participant girls as Assistant Mentors in 2018, we have continued to enhance the way Batonga engages the girls in our programs, not as beneficiaries but as creative leaders. Batonga’s Assistant Mentors have proven themselves to be invaluable resources and allies with massive untapped potential, regardless of their education or experience level previous to their recruitment. Their creativity, compassion, and motivation when given a leadership role continue to enhance our program.

Clarify Mentors’ values related to gender. The ability of Batonga’s compassionate and motivated Mentors to establish supportive and trusting relationships with girls is the backbone of our program’s success. Batonga has observed that clarifying and reinforcing the underlying values a Mentor brings to their job is critical, as they are an indication of how that Mentor might perform in their role and how they might handle sensitive discussions and decisions in a girls life. In 2018, we conducted a day-long values clarification exercise with our Mentors to address our collective values surrounding some of the most taboo issues facing girls and their Mentors. Despite the deep commitment to girls’ well-being shared by all of Batonga’s Mentors, we found that many Mentors still harbored some problematic ideas around gender. Following the values-clarification exercise, many Mentors expressed that they better understood not just Batonga’s organizational values but also their own beliefs and felt better equipped to support and foster the trust of the girls in their Clubs.

Engage parents and community members early on. It has become clear that once parents are fully informed about our programming they are incredibly supportive of their daughters’ continued, regular participation. This year, Batonga hopes to continue to improve parent and community engagement in our programs. We have launched a series of Community Information Sessions for our parents to keep them up-to-date on the content and goals of our program. The response from parents has already been overwhelmingly positive; parents have expressed a deep gratitude towards and a strong confidence in Batonga. We hope that these sessions give parents an even greater sense of understanding and investment in our programs and ensure that they will continue to encourage their daughters’ participation.

8. What has changed within your organization as a result of this project?
During the period of this grant, we have been able to innovate and improve our programs substantially, in large part because of the freedom and flexibility that Dining for Women’s funding has allowed us. This funding has provided us with the opportunity to launch several new program innovations including:

● Exemplary Women Speaker Series: Launched in 2018, Batonga’s Exemplary Women Speaker Series provides Batonga’s Clubs with a variety of professional and personal role models for girls to learn from and connect with. The 11 women recruited to participate in the series come from diverse professional sectors including education, commerce, finance, local government, and health.
● Mentor Peer Observation Program: Batonga’s Mentor Peer Observation program allows Mentors to visit and observe their peers’ Clubs on a quarterly basis. Through this initiative, Mentors are provided with the opportunity to learn new teaching and facilitation techniques from their peers as
well as offer constructive feedback. We have found it also fosters a greater sense of community and teamwork between Mentors who do not regularly get to interact due to geographic distance.

- Recruiting Assistant Mentors: Given our program growth in 2018, we decided to recruit and hire Assistant Mentors from within the ranks of Batonga’s existing clubs to support our Mentors. By engaging these young women as Assistant Mentors we are not only providing our Mentors with much-needed support but we are also including these young women in the formal employment sector, many of whom for the first time.

![Batonga Assistant Mentor Richemine Pohouegbe](image.jpg)

9. Describe the unexpected events and outcomes, including unexpected benefits.
Batonga has come to understand that unexpected events and outcomes are a very regular part of our work. Through a combination of organizational flexibility, creativity, and the generous support of funders like Dining For Women, Batonga has been able to successfully navigate the following unexpected events and outcomes and responded to them in the following ways.

Unintended Positive Impacts on Attendance: Periodically, Batonga Mentors report fluctuating attendance rates. Reasons cited have included the beginning of a harvest season, school vacation and relative interest or disinterest in specific lesson topics, among others. However, Batonga staff has observed the greatest unexpected attendance rate increases following:

- The introduction of new curriculum content, specifically, on sexual and reproductive health.
- Field visits from Batonga’s Cotonou and Washington DC staff.
The launch of Leadership Clubs for girls 10-16. When Mentors asked older girls about the change in attendance, many reported that they had seen their younger sisters and neighbors excitedly attending their new Clubs and felt motivated to do the same.

Positive Effects of Early Parent Engagement: One of the most unexpected successes during this period was the overwhelmingly positive feedback and enthusiastic support from parents and families following our recent parent engagement sensitizations. The only criticism received was that Batonga should have held sensitizations sooner, as many parents had not grasped the full extent of Batonga’s methodology.

“Non-vulnerable” Girls’ Program Participation: With the launch of our younger Clubs, we continued to target the most vulnerable girls in each community. However, following the Clubs’ launch, many Mentors were approached by girls who wanted to participate but who had not been recruited due to their status as “not vulnerable” (i.e. unmarried girls without children, living with both parents, in-school and in the correct grade for age). We are working to determine how to ensure the efficacy of our Clubs for the most vulnerable girls, without having to refuse other passionate and motivated girls in the community.

10. Did you change your strategy as a result of obstacles you encountered? How will you address these challenges in the future?
In the face of the obstacles that we have encountered during this grant period, Batonga has made several program innovations to ensure that we are motivating and actively engaging the adolescent girls and young women in our Clubs with skill-building opportunities and resources that they need.

New Skills Training: This year Batonga plans to pilot “Batonga Training Centers” which will allow girls from our Clubs to have access to additional professional skills training. These Centers will focus on different industries, based on the demands of each village. Examples of industries and trades include: tailoring, hairdressing/barbering, agricultural product processing.

New Small Business Activities for Leadership Clubs: Since their inception, Batonga’s Leadership Clubs for girls 15+ have each managed small businesses. Initially, these businesses focused on producing cakes, candies and solid soap. In 2017, many Clubs invested a portion of their income in the production of liquid soaps. In 2018, many clubs expressed interest in further diversifying their businesses. In late 2018, Batonga worked with all Clubs for older girls to launch new agricultural processing businesses. Each Club has chosen to invest in the agricultural products they deem to be of highest demand in their villages. This is an important application of their financial literacy and small-business skills.

Contextualization of 2 New Curriculum Manuals: In 2018, Batonga and Aflatoun, an NGO focused on financial literacy and life skills education for youth, collaborated to contextualize two new curriculum manuals for use in Batonga’s Leadership Clubs. These curricula contain important supplementary material on reproductive health, healthy relationships, entrepreneurship, and employability. We worked to ensure that all content is relevant and easily accessible to a rural, Beninese audience.

Pilot Programs with Solar Technology: In 2017 and 2018, Batonga piloted club-led small businesses using solar cell phone charging and solar refrigeration in five of Batonga’s off-grid target villages. The goal of these pilot programs was to increase the income-generating power of girls and young women while also
assuring resource-poor communities' equitable and durable access to renewable energy and innovative technologies.

11. **How many lives have been touched, directly and indirectly, by the project?**

Since Batonga’s DFW proposal was approved, 3,663 girls between 10 and 27 years-old have been directly involved in 126 Girls’ Clubs across 15 villages in the Zou and Collines departments of Benin. Specific attention was paid to locating and recruiting the most vulnerable girls (out of school, young mothers, etc). Additionally, we have trained and employed 91 rural women as Mentors and Assistant Mentors.

We estimate that approximately 14,652 people have been indirectly impacted by the benefits of this project. To calculate, we utilized the multiplier effect approach, which is the belief that the direct benefits provided to our participants spillover indirectly onto their families and housemates. Assuming that the average household size in our 15 villages is approximately five individuals- a conservative estimate given the fertility rate in Benin of 4.98- the multiplier effect on average will be 1x4. This would mean that four family or household members close to each girl in our Clubs have been positively influenced by the services of the Girls’ Club. Our calculations are 3,663 x 4 = 14,652.

12. **What are the measurements used to monitor success and how was this measured?**

This project focuses on monitoring and evaluation (M&E) activities for the purpose of learning to improve project strategy at scale. In partnership with Population Council, Batonga developed an M&E framework to drive strategic measurement of progress towards goals at the output and outcome levels. The following M&E activities were carried out during the grant period:

- The Girl Roster™ was conducted in 21 villages, measuring key girl-level data to inform project recruitment and establish a denominator for project M&E processes;
- Output-level progress has been monitored through monthly reports from field staff tracking key indicators (number of clubs launched, number of facilitators trained, etc.) and monthly monitoring visits by project staff including observation of mentor facilitation of the Clubs;
- Outcome-level progress has been tracked through external assessments. In 2017, a Population Council-affiliated consultant was hired to design and conduct a process evaluation. Together, the consultant and the Batonga team: co-developed research questions on the extent to which initial plans had been implemented; identified appropriate methods for data collection; selected key
informants; and developed instruments to use in data collection. As a result, Batonga identified key areas for growth and developed clear goals and benchmarks. The implementation of the process evaluation recommendations has resulted in numerous successful program innovations.

13. If the project is ongoing, provide plans and expected results, including timeframe.
Our SONAFA Leadership Clubs for girls are Batonga’s primary ongoing project. The existing Leadership Clubs will continue to function as they have since their inception. Batonga does plan to make updates, improvements, and expansions in the coming two years including:

- Girls’ Skill Building: In Q4 2019, Batonga plans to launch our “Batonga Training Centers” pilot which will give girls from our Clubs access to additional professional skills training. These Centers will focus on different industries based on each village’s demands and needs.
- Training of Trainers: We are planning a “Training of Master Trainers” in Q4 of 2019 with Aflatoun, to create a pool of highly skilled master trainers who can teach future Mentors in Benin and neighboring countries.
- Geographic Scaling: Looking ahead, Batonga plans to continue to expand to additional geographies. Currently, Batonga intervenes in 15 villages in 2 of Benin’s 77 Communes. We plan to scale up Batonga’s programs to include at least two additional Communes in the coming year.
- Mentor Innovation Fund: Batonga will launch a Mentor Innovation Fund to encourage creativity and learning among our Mentors and Assistant Mentors.

14. Provide a detailed list of all expenses incurred during the grant cycle which have been paid for with the Dining for Women grant.
The total amount spent during this reporting period $48,273. The specific costs are detailed below. As outlined in our original budget, the four categories of funding covered by this grant are:
15. Did this grant and relationship with DFW assist your organization in obtaining other funding, partnerships with other organizations, or public recognition in some capacity?

Whenever Batonga’s Board or Staff are asked by external partners about our funding, we have proudly cited Dining for Women as one of our largest and most important funders. We have found that regardless of the context, our external partners recognize and respect the legitimacy of Dining for Women and we appreciate that our relationship with DFW has lent Batonga and increased air of legitimacy. Angelique herself has proudly thanked and mentioned our relationship with DFW several times in public speaking engagements and at her concerts. Angelique also had the opportunity to meet and speak with Dining for Women members while attending the Women Deliver Conference in Vancouver this year which the members graciously shared about on social media. We are deeply grateful for the credibility and gravity that our relationship with Dining for Women carries.
Monique, 13 years old: Everything we learn in Batonga is a very good thing. Before when I did not participate in the club, I saw things differently. But since I started coming to Batonga clubs, I learn things that allow me to work better in school. For example, as a student how to not get pregnant early, also if a teacher harasses us, we can report or complain to the authorities without fear. I ask all contributors to Batonga to do their utmost to ensure that their teachings never disappear. Because they contribute to the evolution of girls and the development of our country.

Blandine, 11 years old: What I have learned and what makes me happy is that SONAFA Clubs give us meaningful lessons and confidence.

Clarisse, 16 years old: I used to live with my big sister, not my mom. My older sister is a seamstress and she would always try to teach me how to sew, but I always refused to learn. I would tell her that my mother did not learn any trade and yet her husband provided everything for her. But my sister kept telling me that the world was changing and that I would need to support myself but still I told her to leave me alone. So, one day, my sister decided to take me to Batonga. Ever since I’ve started coming to Batonga I listen to my sister and I’ve started learning from her sewing workshop. Sometimes when she tells me to learn something or do work I ask the Batonga Club for advice before proceeding. Also before Batonga, I would offend and upset people a lot but thanks to Batonga I changed positively and I respect my elders.

Ella, 14 years old: We are given knowledge. There is a lesson we learned about showing confidence. We have to have our own insurance to face life. It’s not just the car that has to be insured! Another lesson talks
about savings and planning. This lesson teaches us how to spend and conserve not only money but also our possessions, clothes, land and more. We’ve also talked about critical thinking. In this lesson, we talked about what we think of bad decisions. For example, cutting a tree is bad because then it does not give shade. However, when letting it grow, it allows you to rest when it's hot. The lesson I love most is the lesson about inner beauty. This inner beauty is what makes our mother Angélique work for the education of the girls and for their blossoming that is why she created Batonga to accompany the girls. I say thank you to Batonga and Mother Angélique for all the work she does for the girls.

Assistant Mentor, Clotide: I love the teachings given in the Batonga clubs. I’ve gained many skills in terms of self-management and planning... When I was a Club member I became pregnant. Initially, I was worried that I would be kicked out of Batonga but what impressed me the most is, that despite being pregnant and unmarried, Batonga did not send me away and I continued to come to the club. Then one day, following my pregnancy, several girls were selected to be Assistant Mentors, including me! Many lessons of life are taught in the clubs, especially how to live well in spite of having fallen off-track while young. There are lessons on how to communicate and how to blossom and to be independent. Now, I can speak in front of an audience, can give my opinion in any situation without being ashamed or afraid of being judged.

Assistant Mentor, Florence: Before I was very shy and I could not stand in front of an audience, but today I express myself well and I can stand in front of someone to talk. What is most interesting to me is the practical, income-generating activities that Batonga makes available to girls. Batonga taught us how to make solid and liquid soap as well as small cakes and candies. But we have also been taught how to undertake individual enterprises. For example, how to prepare rice for sale if I do not have a Club or friends to help me. We are also taught how to save our money and how to make a business plan. In the Clubs after every sale, the profit is divided into three and the girls take the ⅔ to serve as motivation and compensation.
These Batonga lessons and practices will serve all our lives even if the SONAFA project stops.

Mentor Judith, Hellou: When I was younger, I benefited from the Batonga School Scholarships, food, school kits, all those things I needed to go to school and study in the best conditions. But later I did not continue with my schooling. Despite abandoning school, Batonga selected me as a Mentor to be a role model for female participants in the clubs. Mentor Suzanne was my coach when I was a participant in the Scholarship Project and now I am standing with her for the same causes, coaching many other girls with her. I gained so much confidence from Batonga. If I had not, I would not be in front of this crowd talking now! The teachings of Batonga allowed me to overcome my shyness, to integrate into the world because before, I isolated myself from everyone. Today, I spoke to an audience without being ashamed. I manage my home better and limit my anger. Batonga changed me and all the other girls from Hellou.

Mentor Nathalie, Todo: Batonga is an NGO that truly cares for girls. It gives girls the skills to become empowered and enterprising women. Today thanks to Batonga, I know how to plan expenses; before going to the market, I know I have to list and plan my purchases. Batonga taught me to prioritize my needs over wants. Before I was very shy but thanks to Batonga I can express myself freely in front of an audience. I can give my opinion in an assembly and be listened to. I urge parents who doubt or prevent girls from participating in clubs to let them come because these are good practices they receive to be independent and self-sufficient.
A Message from Batonga to Dining For Women

August 30th, 2019

Dear Dining For Women Community,

On behalf of our entire Batonga team, thank you so much for your incredibly generous and impactful support of our work. We are truly grateful for the progress that we have been able to achieve for the vulnerable young women and girls in Benin thanks to the support of Dining For Women. You have tremendously helped to further our mission of equipping the hardest-to-reach girls and women with the knowledge and skills they need to be agents of change in their own lives and communities.

Since partnering with Dining For Women, the size and reach of our programs has effectively doubled. Thanks to your help, we have now established 126 SONAFA Leadership Clubs across 15 villages in Benin, employed 91 local female Mentors, and empowered over 3,600 vulnerable young women and girls, aged 10-26, with the knowledge and skills they need to increase their earning potential and their economic stability. Additionally, our clubs now operate 141 active small businesses, teaching the young women and girls we serve essential business management skills.

By investing in our Leadership Clubs, you have given thousands of young women and girls the opportunity to learn skills that will allow them to tap into their own potential and transform their communities. You have helped support girls like Delphine, a Batonga Leadership Club member who was able to take the knowledge, confidence, and skills she gained through Batonga’s program to launch her own soap business called “PAIX” (Peace) and win funding from the Beninese Government to expand her business.

These tremendous accomplishments wouldn’t have been possible without your support. You have allowed us to take one giant step towards achieving our vision of creating a more equitable world in which all girls and women can thrive. We can’t wait to continue this progress and fulfill this vision as we move towards the future with you by our side.

Thank you for being such extraordinary members of our Batonga family.

We look forward to sharing updates with you as we continue to grow and impact the lives of the most vulnerable young women and girls from around the world. As our founder, Angelique Kidjo, said at the 2019 Women Deliver Conference, “We love Dining For Women!”

Warmly,

Stephanie Cate Lord, Executive Director