



Final Report to Dining for Women **31 January 2016**



1. Information

Organization Name: AfricAid, Inc.
Program Title: The Kisa Project
Grant Amount: \$45,000
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2. Program Outcomes

Dining for Women generously provided funding to support the Kisa Project, AfricAid's leadership and life skills training program for secondary school girls, which also includes a range of additional support mechanisms and activities.

The grant was to support three key components of the Kisa Project: the Career Day women's leadership conference; a practical training initiative known as Leadership Immersion, including graduate stipends; and the University Scholarship and Student Emergency Funds. The funding was applied to carrying out these activities in 2015.

Our key outcomes for the Kisa Project at the end of 2015 are as follows:

- 118 Kisa Scholars finished their Kisa training
- 64 completed Leadership Immersion
- 394 new Kisa Scholars commenced in July
- 281 Scholars transitioned to Year 2
- Four new Partner Schools were added, bringing the total number to 17

3. Accomplishments Specifically Related to this Grant

Leadership Immersion Practicum

Leadership Immersion is one of the most innovative aspects of Kisa in 2015, because of the 'multiplier effect'. Upon completing the Kisa Curriculum, graduates taught 10 of the topics they studied to 15 to 20 younger girls in their home communities. The girls they taught were generally 12-15 years old and part of a church group, class at another school (not the graduate's own), community group, or other

recognized group. Leadership Immersion instilled important community service values and empowered Kisa Scholars to become role models and leaders. Throughout the process, Kisa Mentors conducted site visits to see how participating graduates were going. Mentors also fostered a sense of accountability, responsibility, and accomplishment in graduates.

Each participating graduate received an initial stipend to cover the costs of transport and phone calls, and to purchase notebooks and pens for the girls they would teach. Through this process, graduates learned personal and financial responsibility because they had to save and budget their stipend for operational costs.

After finishing Leadership Immersion, graduates were eligible to receive a completion payment. Completion payments are made to graduates who have: kept in regular contact with their Mentor throughout the process; provided a final written report to their Mentor; and have provided their Mentor with a letter from an official representative of the organization or group with whom they were working. This letter attests to the attendance and professionalism of the graduate.

At the end of the grant period, 64 Kisa graduates have completed Leadership Immersion and received stipends; 960 – 1280 younger Tanzanian girls were mentored. Some graduates were unable to complete Leadership Immersion in 2015 because of the Tanzanian Government's mandatory National Service training.

Career Day

Career Day is an annual women's leadership conference, aimed at Kisa Scholars and Alumni, and one of the key activities of the Kisa Project. In 2015, 650 Kisa Scholars from 17 Partner Schools in Arusha and Kilimanjaro Regions of Northern Tanzania attended. Representatives from Kisa Partner Schools, AfricAid staff, Board members, and other invited guests also attended, bringing the total number of participants to almost 800! Many Kisa Scholars identify Career Day as a pivotal moment in their personal journey to empowerment.

In 2015, Career Day was an overnight event and took place on August 28th and 29th. We successfully secured Tumaini University, Makumira (Arusha) as the event venue, one of the few places that could cater for the large numbers and provide overnight accommodation for Kisa Scholars and Alumni. University students were on holidays, freeing up the dormitories. Meals were catered for by an outside catering firm accustomed to preparing meals for such large numbers of people. Scholars and Alumni were provided with dinner on the evening of the first day, and breakfast and lunch on the second day. We also provided Scholars with transport to and from their respective schools and each Scholar received a t-shirt, notebook and pen, items which are highly valued by Scholars.

Scholars arrived at the venue on the afternoon of the 28th. After dinner, relationship expert Dr. Chris Mauki spoke at length to Scholars about healthy personal relationships and Scholars were able to ask questions and participate in group discussions.

The program highlight for many Scholars is the guest speakers. Each year we seek out successful Tanzanian women leaders to inspire, motivate and encourage Kisa Scholars, and to show them what is possible. This year, Scholars heard from media entrepreneur Imelda Mwamanga, banking professional Edna Kallape, and Angela Benedicto, a former domestic worker and founder of NGO Wote Sawa, which provides support services and advocates for domestic workers escaping situations of mistreatment and abuse. Each woman openly and honestly shared her experiences, including the challenges and setbacks she faced, and how she overcame them. At times, Scholars appeared mesmerized and one Scholar told her Mentor 'I now believe that I am very strong and have all the abilities to achieve all of my dreams.'

After lunch, Scholars broke into smaller interest groups and heard from career professionals working in a field of interest to that particular group of Scholars. Small group sessions were led by engineers, doctors and other medical professionals, lawyers, accountants, entrepreneurs, teachers, NGO project and program managers, journalists and a pilot.

Towards the end of the conference, awards were presented to outstanding Scholars and School Liaisons, and class photos taken.

The key benefits Scholars derive from Career Day include: becoming well-informed about career options; networking with their peers; interacting with established professionals; and hearing the stories of Tanzanian women who have overcome adversity to succeed in their chosen careers.

Scholarship and Emergency Fund

The University Scholarship and Emergency Fund supports Kisa graduates who have been accepted into a higher education course but are unable to cover the costs associated with the course of study. The Fund provides a partial scholarship for the cost of tuition only. While it doesn't cover all costs, it is a significant contribution. Kisa graduates who apply for support are encouraged and supported to raise the rest of the money themselves. Scholarships are competitively allocated and any scholarship that is awarded is paid directly to the University.

The scholarship application process commences after Scholars have completed Leadership Immersion, at about the time the girls receive their Form 6 exam results and find out if they have been accepted into university or not. Successful completion of Leadership Immersion is one of the key eligibility criteria for a scholarship.

In 2015, \$15,000 was allocated to the Scholarship Program. The Board of AfricAid (Tanzania) are currently reviewing applications put forward by the Kisa Project Manager and look set to award 34 scholarships of between \$300-\$500. Scholarship applicants will be studying teaching, engineering, finance and accounting, and sociology, among other things.

In 2015, the Emergency Fund helped a Kisa Scholar whose parents were facing severe financial hardship and had been unable to fully pay for her school fees. The scholar's Liaison made her Mentor aware of the problem and the Scholar subsequently applied successfully to the Emergency Fund.

4. Challenges

Leadership Immersion has become challenging because of the Government of Tanzania National Service requirements, which clash with the time allocated for Leadership Immersion, and because the growing number of Kisa Scholars have made Leadership Immersion increasingly costly and harder to manage.

As a result, we've commenced the transition of Leadership Immersion, to a '2 Day Challenge' community project practicum, which like Leadership Immersion, provides Scholars with an opportunity to apply their knowledge, while at the same time 'giving back' to their communities.

The 2 Day Challenge (2DC) will empower Kisa Scholars to address pressing issues faced by local communities in a realistic and sustainable way. It integrates the community assessment undertaken in Year One with Year Two units on planning, budgeting and entrepreneurship. Kisa Scholars develop a project plan and a project budget based on what they have learned, culminating in a 2 Day Challenge Project in the community. Scholars are encouraged to generate ideas for projects that are low cost, high impact, discrete, achievable within two days, and carried out with the correct amount of preparation. We also encourage them to partner with organizations that are already working in their community of focus.

AfricAid will still provide a stipend/funding for each project, but the overall cost will be significantly less. The supervision of projects is also less resource intensive because Scholars work in groups to implement projects. 2DC also offers enhanced opportunities for Scholars to work with a local community directly and to demonstrate their leadership skills.

5. Significant Changes

Our organization and programs have not changed significantly since the original proposal was submitted, although the Kisa Project has expanded as planned, and Leadership Immersion is being transitioned to the 2 Day Challenge.

Additionally, because the funds from Dining for Women were received in December of 2014, the grant funds have been used to implement 2015 activities. Though the activities themselves did not vary significantly from the original proposal submitted in 2013, the timeline of implementation shifted from 2014 to 2015.

The following other changes have occurred since the original proposal was submitted in 2013:

- Executive Director Maria Rosa Galter commenced in November 2013, replacing Elizabeth Abshire.
- The US office moved premises to the Posner Centre.
- Three new Kisa Mentors commenced in the Tanzania office in May 2014; two Kisa Alumni were hired as Kisa Mentors in May 2015. We now have a total of ten full-time staff in Tanzania.

- AfricAid created a Child Protection Policy and Communications Guide to safeguard the privacy of our Scholars. These policies have changed the way Kisa Scholars communicate with their Sponsors and AfricAid no longer posts videos of the Scholars described in the original proposal.

6. Important Lessons Learned

One of the key lessons we learnt was to remain flexible and be prepared to make program modifications in response to changing circumstances. We successfully did this in relation the Leadership Immersion practicum, which we are now transitioning to the 2 Day Challenge community project practicum.

We also learned how important it is to plan well in advance for large events like Career Day and to have a contingency plan. Although three successful Tanzanian women leaders were secured as guest speakers well in advance of the event, one of them cancelled just weeks out. Because we had a list of other potential speakers and their contact details on file we were quickly able to find another speaker.

7. Organizational Changes as a Result of this Project

There have been no major changes to AfricAid or to our vision to keep expanding the Kisa Project to reach increasing numbers of Tanzanian secondary school girls as a result of implementing the Kisa Project over the grant period. Some smaller organizational adjustments were, however, made. These include:

- Implementing a formal Child Protection Policy and formalizing our communication standards and practices, in line with current best practice;
- Increasing the annual budget for Kisa in line with planned program growth;
- Partnering with four additional Partner Schools, as planned; and
- Recruiting and training new Kisa Mentors, as planned.

8. Unexpected Events, Outcomes and Benefits

Most of the events, outcomes and benefits that resulted from implementing the Kisa project in 2015 were anticipated. There were, however, some small, surprising moments.

- We recently trialed the Two Day Challenge concept. One of the projects was a refurbishment project at a local primary school that included re-painting the long-neglected chalk boards in each classroom. The school administration was thrilled with offer of help and inspired to contribute to the cost of materials. This was an unexpected outcome that demonstrates the potential of 2C to mobilize communities.
- We recently collected Most Significant Change stories from a number of Kisa Scholars as part of project monitoring and evaluation. We were delighted that a number of Scholars identified Career Day as a pivotal moment in their journey towards becoming a female leader and role model. One of the aims of Career Day is to inspire, and it seems it is doing just that!

9. Change to Our Strategy as a Result of Obstacles

Our overall strategy for the Kisa Project has not changed, but we have made some changes to the way we will implement the project going forward in response to obstacles we've faced. This is part of our deliberate approach of reflection and organizational learning. The changes we are implementing include:

- Replacing the Leadership Immersion practicum with 2 Day Challenge because of the Tanzanian Government's National Service requirements;
- Holding two Career Day conferences in 2016 because of the number of Kisa Scholars. We would hold one in each of our regions of operation – Arusha and Kilimanjaro.
- The increasing number of Kisa Alumni, and the fact that 98% of A Level graduates go to university each year, has placed significant demand on scholarship fund. As a result, we have increased the budget for the Scholarship Fund in 2016.
- While not an obstacle *per se*, demand in Kilimanjaro Region was higher than expected and we received many more applications than we had places. As a result, in 2016 we plan to run additional classes at the three schools where demand was highest.

10. Number of Lives Touched by the Program

The numbers of lives touched by the Kisa Project during 2015 are as follows:

- 394 Tanzanian secondary school girls commenced Kisa training;
- 281 Kisa Scholars progressed to Year 2;
- 118 Kisa Scholars completed their Kisa training;
- 24 graduates were awarded university scholarships;
- 278 Kisa Scholars attended health symposiums in three locations;
- 64 Kisa Scholars completed Leadership Immersion
- Approximately 17,000 secondary school students, both male and female, benefitted from AfricAid-installed computer labs;
- 800 people attended the Career Day women's leadership conference in 2015, including 650 Kisa Scholars and Alumni;
- 90 Kisa Alumni attended four networking lunches across in three regions.

In **total**, there were **965** direct beneficiaries and almost **18,000** indirect beneficiaries.

11. Measuring Our Results

We measure project effectiveness through a comprehensive monitoring and evaluation framework based on our Logic Model. We collect both qualitative and quantitative data across the duration of a girl's engagement with the project. Data is collected through surveys, as well as through the Most

Significant Change (MSC) technique, which is both a method of collecting data and means of analysis. MSC is highly participatory, allowing us to engage with Kisa Alumni and foster internal learning. Use of the Resilience Competencies Scale (RCS) is allowing us to measure changes in girls' resilience throughout their engagement with Kisa and compare their resilience scores with other projects building youth resilience around the world.

Our measurable results and key indicators include:

- Numbers of girls and young women enrolling in and graduating from Form 6;
- Percentage of Kisa graduates who have a steady income/job/small business within two years of finishing academic pursuits;
- Percentage of MSC Stories from Kisa Alumni that mention improved leadership skills;
- Percentage of Kisa Alumni who report seeking out or taking up leadership roles;
- Percentage of MSC stories from community members, teachers and parents coded for positive attitudes and practices towards girls and women;
- Increased school enrolment of girls in Arusha and Kilimanjaro Regions;
- Increased resilience among Kisa Scholars;
- 90% of Kisa Scholars avoid early pregnancy;
- 70% of Kisa Scholars report increased confidence after completing Kisa;
- Kisa Scholars present clear, well-researched reports on their communities prior to their community projects;
- 70% of Kisa Scholars report increased importance of giving back to their communities in their lives after completing their community projects;
- Alumni engage pro-actively with the Kisa Alumni Network.

Baseline Surveys

Each commencing Kisa Scholar completes a baseline survey. A follow-up survey is conducted after two years. In 2014 the first baseline survey was conducted with commencing Kisa Scholars. The key finding is that incoming Scholars are confident in their commitment to leadership (99%) and giving back to their community (98%), but not as confident in their skills to do so. A follow-up survey will be conducted with this particular cohort in 2016. Each incoming year group will also complete the baseline survey and follow-up survey.

Resilience Surveys

AfricAid is partnering with Dr. Robert Henley a US-based psychologist who has been piloting a resilience measurement survey (the Resilience Competencies Scale) in youth-related programs around the world. AfricAid began collecting RCS data in 2014 and plans to continue using this tool to look at Scholars' long-term resilience and, in particular, change over their period of a Scholar's engagement with the Kisa Project. Comparison will be made between an individual's resilience score at commencement, and her resilience score at completion. The overall average score for 2014 Scholars was 38.9. These same girls

will be surveyed again in 2016 and we anticipate an increase in their resilience scores. Each incoming year group will also complete the resilience survey.

Most Significant Change Technique

AfricAid collected the first lot of MSC stories from Kisa Scholars, Kisa Alumni, teachers at Kisa Partner Schools, and parents of Kisa Scholars in October 2015. 46 stories were collected and analyzed. 85% of all MSC stories mentioned resilient skills or actions. The analysis also revealed changes among Scholars in our key result areas of self-confidence, public speaking, leadership skills, and goal-setting. Our accomplishments in these key result areas will become clearer as further data is collected over time.

12. Future Plans, Expected Results and Projected Timeframe

We will continue expanding the Kisa Project in line with our Strategic Plan. Our short-term plan (2016-2017) is to add four new Partner Schools in Kilimanjaro Region and additional Kisa Classes at Partner Schools where Kisa is especially over-subscribed. We will recruit three Kisa Alumni as Kisa Mentors to fill the positions created by the expansion. In addition, in the short-term, we will continue to refine the 2 Day Challenge community project practicum, hold two Career Day events – one in Arusha Region and one in Kilimanjaro Region, and further develop the Kisa Alumni Network program.

Our mid-term plan (over the next 5 years) is to saturate Arusha and Kilimanjaro Regions, expanding the project in a way that is sustainable, and carrying out research to determine further regions for expansion.

Our long-term plan (over the next 10 years) is to expand the Kisa Project to an increasing number of regions throughout Tanzania.

We expect the result to be that more and more young women in Tanzania will have increased opportunities to reach their potential and be supported to do so. We also expect to see shifting attitudes towards women and girls in the regions where Kisa is implemented and, ultimately, greater gender equality and more empowered Tanzanian women.

Due to the success of the Kisa Project to date, in 2016 AfricAid will begin the research and design phase on a sister project for vulnerable younger adolescent girls in lower secondary school called the Binti Shupavu Project.

13. List of all expenses incurred during the grant cycle which have been paid for with the Dining for Women grant.

Budget Item	Description	Budget	Projected Costs	Actual Expenditures as of December 31st, 2015
Kisa Graduates Payments	1 st Stipends for Kisa Graduates to teach Leadership Immersion Programs classes	\$5,000.00	\$3,480.00	\$1,723.85
Kisa Leadership Immersion and Career Day Program	Leadership Immersion Program (Summer Mentorship Program)	\$12,500.00	\$13,376.00	\$12,700.69
	Kisa Year 2 (Leadership Immersion Prep),	\$3,500.00	\$3,445.00	\$1,966.45
	Career Day Program (Annual Leadership Conference for Kisa Scholars)	\$16,000.00	\$18,000.00	\$18,181.34
	Total	\$32,000.00	\$34,821.00	\$32,848.48
Scholarship and Emergency Fund	Provides university scholarships to Kisa Graduates unable to enroll in university without assistance	\$8,000.00	\$10,500.00	\$9849.26
	Total Grant from Dining for Women	\$45,000.00	\$48,801.00	\$44,421.59

14. Did this grant and relationship with DFW assist your organization in obtaining other funding, partnerships with other organizations, or public recognition in some capacity?

One of the ways this grant and our relationship with DFW assisted our organization is by demonstrating to potential funders that others have seen merit and funded the project. Grant-makers frequently ask if other funding has been secured, and the amount awarded. Being able to say that we had secured \$45,000 from an organization like Dining for Women gave AfricAid and the Kisa Project enhanced credibility.

