

Dining for Women Progress Report # 2 – Indego Africa
September 30th, 2016

1. Organizational Information

- a. Indego Africa
- b. The Leadership Academy
- c. \$40,000 (over two years)
- d. Hayley Doner, Development and Communications Manager
- e. 51 W. 52nd St.
New York, NY 10019

2. Program Objectives

Launched on October 1st, 2014, Indego Africa’s Leadership Academy is an advanced business training program in Kigali, Rwanda dedicated to building powerful female leaders, businesswomen, and entrepreneurs. The program was created to equip emerging artisan leaders in Rwanda with the knowledge and skills necessary to grow their own businesses and drive economic and social progress in their communities.

Our goal in launching the program was that students would use the lessons they learned to improve the management and performance of their cooperatives. This would (i) allow us to supply our partner cooperatives with more orders, thus increasing the income of all our partner cooperatives and enabling them to better support themselves and their families; (ii) build knowledge and business acumen amongst artisans that they would carry forward with them in this and future endeavors; (iii) empower women to excel as leaders, entrepreneurs, and change-makers, driving economic and social progress in their communities.

3. Funding Changes

Funding for this program has not changed since our March 31st, 2016 Report.

4. Organizational Changes

There have been no organizational or programmatic changes since our March 31st, 2016 Report.

5. Challenges

Now in its fourth semester, the Leadership Academy is a well-established, smoothly-run program, and we do not anticipate any significant obstacles in continuing to implement it.

One interesting challenge (and opportunity) we face is follow-up reporting and evaluation for Leadership Academy graduates. Since it was founded, the Leadership Academy has become a proven entrepreneurship incubator—many of our students are starting new businesses in their communities or developing plans to do so.

In light of this increase in entrepreneurial activity, we are committed to tracking how our partners sustain and grow their businesses after the six-month program. We are working with our team in Rwanda to implement special bi-annual follow-up evaluation and assessments of graduates to

determine how many women start businesses after graduation, and how those who started new businesses during the program are sustaining and growing their businesses.

6. Objective Changes

We have not revised our original objectives since the program began.

7. Progress Towards Achieving Objectives

The Leadership Academy is now in its fourth semester and has been a tremendous success. The first cohort began on October 1st, 2014; the second cohort began on June 10th, 2015; the third cohort began on January 8th, 2016; and the fourth cohort began on July 27th, 2016. DFW has generously supported the second, third, and fourth cohorts of this program.

Below, please find data from the third graduating class of our Leadership Academy.

Organizational Upgrades: Our students have made incredible progress towards achieving the Leadership Academy's stated goals and objectives. 100% of students have used the lessons they learned to significantly improve the management and performance of their cooperatives. They have improved inventory management and tracking procedures, instituted transparent and regimented bookkeeping and accounting systems, created budgets and savings and growth plans, developed innovative marketing strategies to build local business generation, and more.

Income Generation: These strategic upgrades have resulted in increased order volume—from Indego Africa and from local clients—and boosted income generation. In 2016, 89% of our artisan partners earned more than \$1.50 per day vs. 69% in 2014.

Leadership: 52% of students took on new leadership roles at their cooperatives, including: President, Advisor, and Auditor.

Entrepreneurship: 100% of students reported that, at the Leadership Academy, they developed the knowledge and skills to start a new business—and many did. 24% of students started new businesses and are now earning on average an additional 10,000 RWF (approximately \$12) per month. 76% of students plan to start a new business and 25% of those students have already developed and written a business plan.

Mentorship: 76% led formal mentoring sessions at their cooperatives to share lessons learned at the Leadership Academy with co-workers, a central goal of the program and a testament to the power and multiplier effect of educating women.

At the end of the program, we asked our partners how their experience in the Leadership Academy had impacted them. Here's what some shared with us:

"The Leadership Academy helped me become self-reliant and confident. Before I was shy and I struggled to speak English. Now I try to speak English as much as I can because I know it is the language of business." —Alphonsine, Ibaba Cooperative.

“Every week I go to the cooperative and tell others what we have learned. For example, we didn’t have business cards to market our cooperative. But I encouraged my co-op to invest in them and now we have business cards to market ourselves—we also made t-shirts.” – Anne Marie, Covanya Cooperative

“The first time I opened my own email account, and wrote and sent an email, I knew that everything is possible if you have commitment.” – Beatha, Cocoki Cooperative

“The Leadership Academy changed my life because before I was alone, shy, and I couldn't speak in public. Now, I feel confident to speak up and participate in cooperative meetings. These lessons really opened my mind and I am now a leader. I can advise other women in my cooperative and in my community.” – Emelitha, Imirasire Cooperative

8. Difficulties in Project Completion

We do not anticipate any difficulties in completing this project in the timeframe outlined in our proposal.