



WomenChangeMakers

*Supporting the growth of social
entrepreneurs to accelerate progress
for girls, women and their communities*



A REPORT PREPARED BY
THE WOMENCHANGEMAKERS' TEAM AND ZIGLA CONSULTORES
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WomenChangeMakers(WCM) is a unique global fellowship program of the Womanity Foundation, that identifies, supports and connects leading social entrepreneurs addressing women's access to education and health, economic, social and political participation. In assisting them in their growth and development, it empowers them to build sustainable models, develop synergies and increase their impact. Presently, WomenChangeMakers is working in India and Brazil.

1- WHAT IS WCM?

WomenChangeMakers (WCM) is a Fellowship program set up in 2010 and launched in 2011 by the Womanity Foundation for leading social entrepreneurs addressing women's role in society. The WCM model was inspired by Ashoka's worldwide experience in driving progress through social entrepreneurs. Its uniqueness resides in its focus on social entrepreneurs who work for women's empowerment and are ready to go to scale after having successfully proven their model, and in its capacity to mobilize professional support for its Fellows, largely from the corporate sector.

The program is currently implementing a pilot phase, which began in 2011 and will conclude in 2014. The aim during the pilot phase is to consolidate and validate an intervention model that proves to be effective in driving the growth of its Fellows' and increasing their impact in the contexts where they work.

WCM awards three years of support to its Fellows and a lifetime Fellowship. It provides them with access to professionals who can assist them in key areas needed to successfully scale up and/or replicate their project, with the ultimate goal to increase their contribution to lasting social progress. At the same time, WCM staff assists the Fellows in identifying partnership and funding opportunities.

Consultancies, training and other professional support services are delivered by WCM's partners specialized in areas such as the following:



Business management- scaling/replicating: defining strategies for growth and plans to implement them; funding models, fundraising and development.



Information and communication technologies; data and knowledge management.



Human resources: team building; management skills; capacity development; leadership training; succession planning.



Communication and PR: public relations, marketing and communication.



Legal support: legal audits; review of procedures; ad hoc legal assistance.



Monitoring, evaluation and reporting



2- WHO DOES WCM WORK WITH?

2.1 WCM FELLOWS

Alice Freitas, founder and executive director of Rede Asta in Brazil (www.asta.org.br), and Guacira Cesar de Olivera, founder and executive director of CFEMEA (www.CFEMEA.org.br) were selected as WCM Fellows in Brazil in August 2011; one Fellow was selected in India in April 2012, Safeena Husain, founder and executive director of Educate Girls (www.educategirls.in).





2.2 HOW ARE THE FELLOWS ESCALATING THEIR IMPACT?

Alice Freitas | Rede Asta Brazil



The Asta Institute was founded in 2003 with the mission to contribute to the reduction of social inequality in Brazil. Rede Asta is a social business that helps strengthen productive companies led by women from the base of the pyramid and provides them with access to market, knowledge and networking. It builds bridges between micro-companies and the market by stimulating the productive chain, raises consumer awareness about inclusive production, and spreads the concepts of fair trade and solidarity-based economy with the vision of making the consumer a tool for social and economic inclusion.

Rede Asta empowers poor women from Rio de Janeiro slums and elsewhere in Brazil to produce handicrafts using recycled or environmentally friendly materials and to have market access to sell their art in order to improve their income. There are numerous handicraft groups in the city that started with government, religious, private or social organizations support, but most face important barriers for access to market.

Rede Asta provides access to market for micro-entrepreneur artisans adopting three sale strategies: ASTA FOR RESELLERS (a network of resellers to direct door-to-door sales), ASTA FOR CONSUMERS (e-commerce and store) and ASTA FOR COMPANIES (whereby Rede Asta sells corporate gifts recycling



material from the company chain production). ASTA also trains handicrafts groups in capacity building on issues that are critical for their growth, such as developing different sales strategies, creating leadership, designing marketing and communication strategies, and supporting products' design, revamping, etc. Rede Asta aims at increasing its sales volume through its different sales channels: by 2015, it expects a 70% growth in sales. This growth will directly benefit its main beneficiary group: women artisans.

In June of 2013, ASTA supported 68 production groups in Rio de Janeiro and other states (Goiania, Belem, Recife, Aracaju and Minas Gerais), or about 618 artisans. This number has been growing steadily since ASTA's inception: in 2011, the network had 50 production groups.

By 2015, the network's work scale is expected to increase to cover 100 production (double from 2011) groups comprising 1,400 artisans.

Also watch Alice at TedX here <http://youtu.be/kylRdvCQsrg>



Safeena Husain | Educate Girls India



Safeena founded Educate Girls in 2005, a comprehensive school reform model that leverages existing resources at the government, village, and school levels and creates community ownership for school reform. The program ensures that local governments, teachers, parents, and the girl students themselves become active participants in the process, and operate independently in school governance, even after the withdrawal of Educate Girls. To achieve this objective, Educate Girls is actively building a cadre of village-based youth leaders, who are called Team Ballika, to work as champions for girls' education and catalysts for school reform. Team Ballika work within schools as well as in village communities, spreading awareness on girl-child education to boost enrolment, retention, and learning outcomes for all girls. Since inception, Safeena Husain and her organization Educate Girls are diminishing the disparity in girl child education that exists on a significant scale in large parts of India, with Rajasthan as one of the critical regions affected.

Currently, Educate Girls is operating in 4,425 schools serving a total of 495,210 children in Pali and Jalore districts in Rajasthan. It is in the process of signing a MOU with the district administration in Sirohi to begin implementation of its program across the district in 2013.

Between August-December 2012 alone, 20,226 out-of-school girls were enrolled through Educate Girls' program across its areas of operation. The overall enrolment rate in its target areas is now of 98% with girls' students attendance being 75% that earlier reported was 61%.



Learning outcomes in schools covered by Educate Girls' program are significantly higher; e.g. among 3-5 graders, 35% of pupils able to read a story in Hindi as compared to 15% in non-program schools. Pupils who can read up to a sentence in English is 20% higher and those who can do 2-digit divisions and multiplications is 18% higher than in other schools.

Another growth indicator is the School Improvement Plans, which are developed at community level: initiating the building of facilities, such as libraries, and acquiring new books; increasing interactive sessions with the pupils; etc. Of 1,274 plans prepared in the last quarter of 2012, 656 were successfully implemented in the schools covered by Educate Girls.

The program has proven to be cost-effective at USD 1.86 per out-of-school child per year. Educate Girls' mid-term goal is to reach 30,000 schools across 9 gender gap districts in Rajasthan, covering over 3 million children.

Educate Girls critical achievements so far

2008–2010

Educate Girls won a government approval to start a pilot project in 500 schools in Pali district (Rajasthan)

2010

They scaled to 2,342 government schools across Pali District;

2011

They signed a MOU with the government to replicate the model in 2,083 schools in Jalore district;

2012

They partnered with Sheikha Moza of Qatar's Educate a Child Initiative (EACI) for crucial financial support of USD 4.5 million towards expansion across 6 gender gap districts in Rajasthan, India, by the end of 2016. This will enable Educate Girls to extend their program to 10,000 additional schools and enroll 64,000 more girls by 2018.

Also watch Safeena Husain at TEDx here: www.youtube.com/watch?v=xz7UP-Sgoko

3- HOW DOES WCM DRIVE CHANGE THROUGH ITS FELLOWS?

Through its Professional Program Partners, WCM looks to strengthen its Fellows' organizations in order to deepen and scale their work. With that aim, between 2011 and 2013 the program has been consolidating a network of partners that train and assist the Fellows and their organizations.

The technical support offered by the Professional Program Partners is accompanied by the work carried out by WCM staff, which assists the Fellows in continually identifying partnership and financing opportunities.



Alice Freitas, founder and executive director of Rede ASTA (Brazil)

Priority support areas for technical assistance offered by WCM's program partners in order to favor Rede Asta's growth:



Business management– Marketing & Sales (Partner: ADP and Njambre; pro bono man hours)

Support activities were initiated for Rede Asta, based on an **in-depth needs assessment of Rede Asta and initial support strategy and engagement plan** for WCM and its Professional Program Partners conducted by Accenture Development Partnerships (ADP). In addition, Rede Asta is reviewing its marketing and sales strategy with the aim of doubling its sales' volume, so as to be able to include yet more production groups and reach financial viability. Paula Cardenau, former Ashoka Director of Social Business and founder and CEO of Njambre, a social business expert, reviewed Rede Asta's present strategy and recommend improvements. This collaboration, together with the support from WCM staff, has resulted in a report for the implementation of a business strategy for Rede Asta.



Human Resources (Partner: Egon Zehnder International; pro bono man hours)

Support in recruitment and management. WCM reached out to Maitee Camargo at **Egon Zehnder International (EZI)**, who worked *pro bono* with Rede Asta on assessing employee performance, retention of competent staff, incentives, team efficiency, and leadership. Thanks to EZI's recommendations, Rede Asta has been able to identify measures, which will improve its human resources management and processes.



Business management – environmental strategy (Partner: Point Carbon; pro bono man hours)

Fernanda Gusmao from **Point Carbon** was connected by WCM to Rede Asta to design an environmental strategy aimed at tapping into the opportunities found in Brazil's context. This will allow Rede Asta to drive growth in the corporate sales channel through waste management for product creation. The process is on-going.



Monitoring, evaluation and reporting (Partner: ZIGLA; paid): ZIGLA delivered a baseline assessment of Rede Asta in October 2012 that provided insights on the advantages/disadvantages of the current approach. This baseline report identified the main indicators that Rede Asta should monitor so as to review its growth and impact generation. ZIGLA has also worked with the Rede Asta team on building their M&E framework, process and capacities. It was designed a set of indicators for monitoring the outcomes and impacts of Rede Asta.

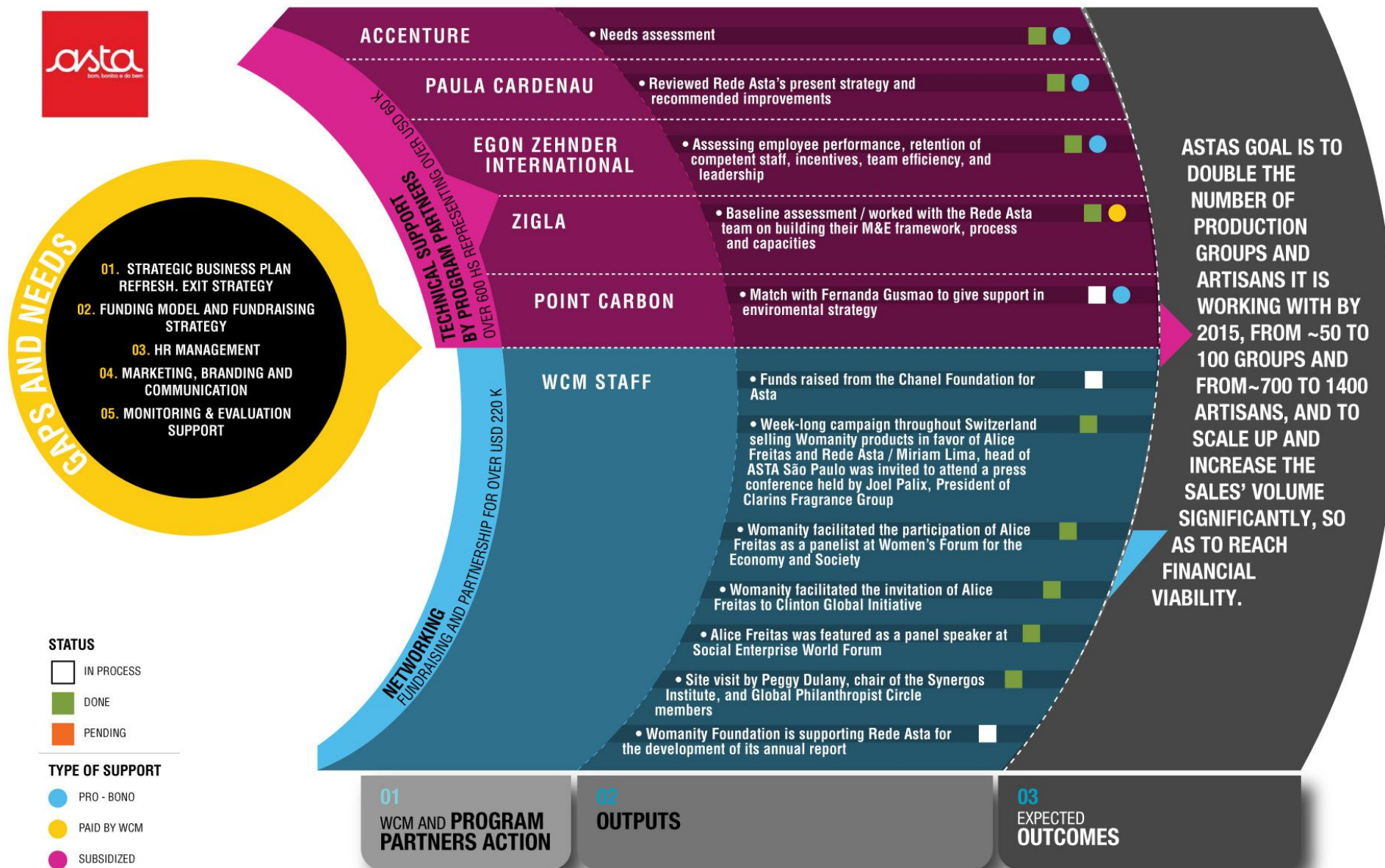
Apart from the technical support from program partners, WCM staff has created networking, partnership and funding opportunities with allied organizations:

- To improve its efficiency, Rede Asta needs to develop its data and information management set up and its logistical management. A significant contribution was made towards new software acquisitions with the funding obtained from the Chanel Foundation via Womanity.
- Clarins Fragrance Group (including Thierry Mugler's perfume "Womanity") and the Sun Stores in Switzerland held a week-long campaign throughout Switzerland selling Womanity products in favor of Alice Freitas and Rede Asta in March 2012. In April 2013, Miriam Lima, head of Rede Asta São Paulo was invited to attend a press conference held by Joel Palix, President of Clarins Fragrance Group, to present Clarins' partnership with Womanity Foundation and the joint support to Rede Asta.
- In June 2012, Womanity facilitated the participation of Alice Freitas as panelist at the first Women's Forum for the Economy and Society to be held in Brazil, where she connected with many influential Brazilian women. Rede Asta's co-funder Rachel Schettino was invited again to attend the 2013 forum.
- Womanity facilitated the invitation of Alice Freitas to the Clinton Global Initiative's annual forum in New York in September 2012, during which Alice was able to establish some important contacts with potential partners and funders.
- In October 2012, Alice Freitas was featured as a panel speaker at the Social Enterprise World Forum (SEWF) organized by NESst to present Rede Asta. This raised interest with Wal-Mart for a potential collaboration.
- Womanity organized with the Synergos Foundation a site visit to Rede Asta by Peggy Dulany, chair of the Synergos Institute, and Global Philanthropist Circle members in November 2012.
- Womanity is supporting Rede Asta for the development of its annual report.

The following chart shows how WCM integrates the program partners' support with the search for opportunities and networking in order for Rede Asta to escalate its growth in the mid and long term.



Chart 1: WCM's intervention model at Rede Asta – Actions and Outcomes from 2011 to 2013





Safeena Husain, founder and executive Director of Educate Girls (India)

Through WCM, certain areas have been prioritized support the growth of Educate Girls:

Based on Educate Girls' needs assessment and engagement plan done by Accenture Development Partnerships (ADP) in 2012, here is an overview of WCM India's Professional Partners' Engagement with Educate Girls from December 2012 to May 2013:



Business management (Partner: Booz & Co.; pro bono man hours)

Booz & Co. has been working with Educate Girls on their **growth and expansion strategy**. The aim is to refresh Educate Girls' 5-year strategic plan, which was initially developed by Dasra in 2011. Also, **Booz & Co.** will review the organization's financial model and partnership strategies to recommend appropriate risk management strategies and tools. So far, **Booz & Co.** has already worked for over two months with Educate Girls in completing most of their agreed milestones and is soon expected to deliver 100% of their action plan, which includes a broad 5-year expansion strategy, a marketing collateral related to the expansion strategies and a 3-tier orientation of Educate Girls' team members to ensure a smooth influx of their recommendations.



Information and communication technologies (Partner: Peocit Technologies; subsidized man hours)

Peocit Technologies started its engagement with Educate Girls in January 2013, when it provided support in producing their 2011-12 Annual Report, which Peocit Technologies designed and printed. In February 2013, **Peocit Technologies** conducted an IT audit for Educate Girls, assessing the IT capabilities of the organization, and recommended appropriate solutions to enhance Educate Girls' operational efficiency.

In April 2013, based on **Peocit Technologies' recommendations**, Educate Girls implemented Web Tally Solutions in order to improve its financial and accounting procedures. WCM India facilitated Educate Girls' relationship with Web Tally Solutions. They also provided pro bono man hours for Educate Girls to implement the solution in their office and make the software functionally compatible.

Currently, **Peocit Technologies** is working with Educate Girls to implement their new organizational e-mail system so as to cater to its increased human resource capacities. This process includes migration and integration of e-mail addresses of the existing staff into the new system in addition to providing new e-mail addresses for all new team members.



Human Resources (Partner: Mercuri Urval; pro bono man hours)

Mercuri Urval has recently begun their engagement with Educate Girls to work on their **human resource (HR) processes**. They are studying Educate Girls' current HR systems so as to recommend improvements as well as provide appropriate strategies to cope with increased HR capacities. The priority focus of the WCM Partner is to work on Educate Girls team's capacity building and facilitate the recruitment of senior hires.

Later on, **Mercuri Urval** will also work on developing a consolidated HR manual for Educate Girls detailing team management, core values and guiding principles for employees. Further, the WCM Partner will also work on updating the organizational structure with clarification on roles, responsibilities and scopes.



Communication and PR (Partner: Ogilvy Action; pro bono and subsidized man hours)

Ogilvy Action is scheduled to work with Educate Girls in building their brand, strengthening their communication process, streamlining their campaigns and marketing processes; increasing their media presence, and much more. The agreed action plan includes the following steps:

- ✓ Assessment of existing marketing and communications processes;
- ✓ Build capacity to produce quick standard communication materials;
- ✓ Develop a strong communication strategy;
- ✓ Initiate marketing campaign support;
- ✓ Build capacity around media planning and publicity.

One of the key contributions expected of **Ogilvy Action** is to design Educate Girls new community campaign to be launched in October 2013.



Legal support (Partner: Amarchand & Mangaldas & Suresh A Shroff & Co (AMSS); pro bono man hours)

Since Educate Girls is expanding, it needs to be both prudent and proactive with its legal processes so as to cope with the scaling-up efforts. As per ADP's assessment, Educate Girls needs advice on framing partnership agreements, MOUs and contracts that will ensure that the interest of the organization is safeguarded. **AMSS** —one of WCM's Partners in India— is working to support Educate Girls with legal advisory services. The engagement process between Educate Girls and the WCM Partner was recently launched and, in the coming months, Educate Girls will work closely with AMSS to ensure stronger legal formats to follow in the future that will secure the organization's intellectual rights.



Monitoring, evaluation and reporting. (Partner: ZIGLA Consultores; paid)

Starting June 2014, ZIGLA will follow this action plan:

- ✓ Educate Girls already hired professional support from Instiglio to conduct a baseline assessment and establish a monitoring and evaluation (M&E) system.
- ✓ ZIGLA will review Instiglio's findings and provide input, if necessary, on methodology and system.
- ✓ ZIGLA will conduct an external evaluation in June 2014 to measure progress achieved against objectives.

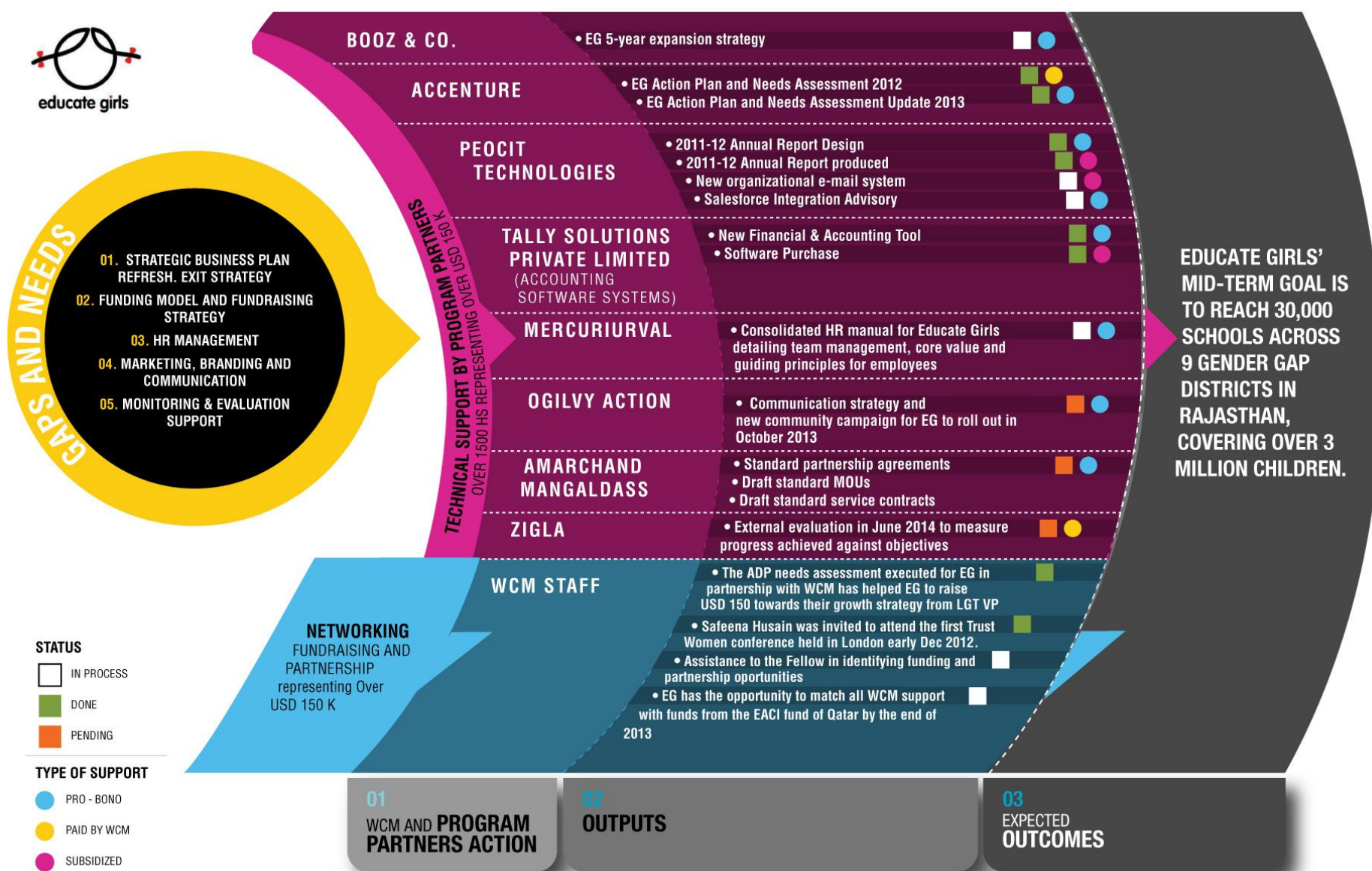
Apart from the technical support from program partners, WCM staff has created networking, partnership and funding opportunities with allied organizations:

- The ADP needs assessment and action plan executed for Educate Girls in partnership with WCM has helped Educate Girls to raise USD 150K towards their growth strategy from LGT VP. It was updated for free by ADP in early 2013.
- EG has the opportunity to match all WCM support with funds from the EACI fund of Qatar by the end of the year.
- Upon recommendation from Womanity Foundation, Safeena Husain was invited to attend the first Trust Women conference held in London in early December 2012.

The following chart shows how WCM integrates the program partners' support with the search for opportunities and networking in order for Educate Girls to escalate its growth in the mid and long term.



Chart 2: WCM's intervention model at Educate Girls – Actions and Outcomes from 2012 to 2013



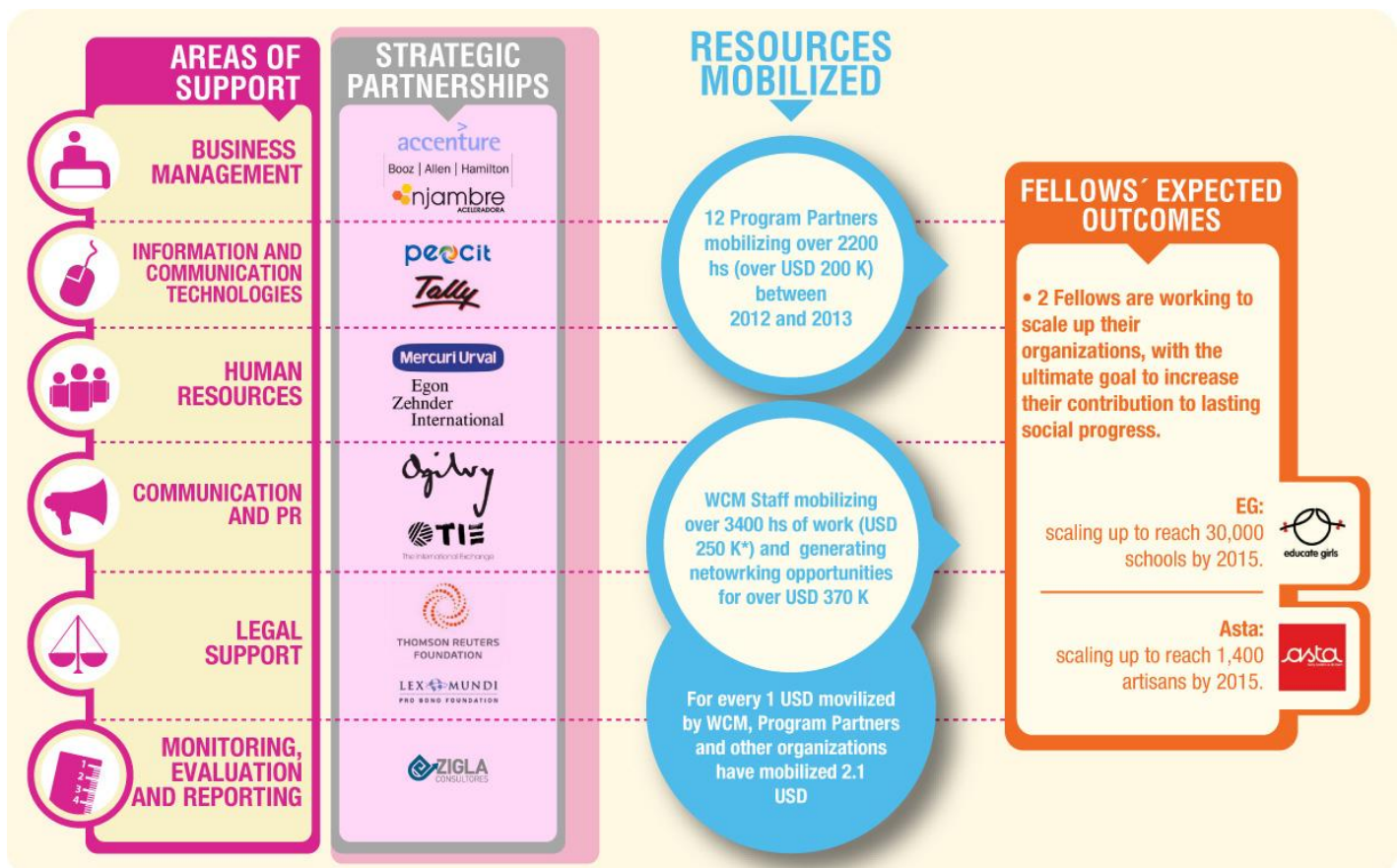


4- WHAT IS WCM'S VALUE?

WCM is currently implementing a pilot phase, which began in 2011 and will conclude in 2014. Up to June 2013, the program has been consolidating a network of 11 program partners to offer technical support to its two fellows and creating networking and financing opportunities through allied organizations. This model allows different program partners to channel their social investments through the program in a strategic manner for the scaling-up of WCM's fellows.

Between 2011 and 2013, and through its 11 program partners, WCM mobilized over 2,200 work and technical assistance hours, amounting to over USD 200,000. At the same time, the program's allied organizations have contributed funding for over USD 220,000. Overall, WCM has invested over 3,400 direct work hours with Fellows, amounting to over USD 250,000. Thus, **for every USD 1 mobilized directly by WCM, program partners and other allied organizations have mobilized USD 2.1 towards the Fellows.**

Chart 3: Value created by WCM between 2011 and 2013



*These USD 250,000 do not correspond to the program's total cost for 2012 and 2013, but to the program's resources specifically allocated to the program's Fellows.



5- HOW WILL THE PROGRAM CONTINUE TO DRIVE CHANGE IN NEW FELLOWS?

WCM is constantly learning and incorporating improvements to better consolidate an intervention model that allows it to drive change in its Fellows. Here, we identify lessons learned, suggestions for improvement and next steps to attract new Fellows.

5.1 LESSONS LEARNED AND IMPROVEMENT OPPORTUNITIES FOR THE PROGRAM

During WCM's pilot implementation, a number of learnings and lessons have been identified. The associated corrections and adjustments will be made in the next implementation steps, both among the first generation of Fellows and all future generations.

	LESSON LEARNED	WAY FORWARD
01/	<p>The success of the technical support offered by Professional Program Partners depends on:</p> <p>01 -the combination of time allocated and the staff's skills, that should be aligned to the Fellows' profiles;</p> <p>02 – the assistance given to the Fellows in the implementation of the recommendations identified by Professional Program Partners</p>	<p>In order to increase the effectiveness of the work carried out by Professional Program Partners, we will move towards a mixed approach of pro bono and paid service contracts. This approach will be based on:</p> <ul style="list-style-type: none"> - pro bono agreements to implement audits and management process analyses among the Fellows, and - Consultancy agreements to implement improvement recommendations for the Fellows' organizations.
02/	The Fellows see the value created by the WCM staff's identifying of partnership and financing opportunities as a pillar of their work with the program.	The staff will seek to deepen its work in the identification of partnership and financing opportunities. For the next generation of Fellows, these actions will be emphasized within WCM's intervention model.
03/	The Fellows lead organizations that are in full swing, and which have dynamic support needs. This requires an agile, one-to-one approach by WCM.	The identification of the organizations' gaps and needs at the launching of WCM's support must be understood as a basis for analysis of the main technical assistance needs. This picture (the action plan) must be updated every six month by WCM staff and program partners in order to capture the support opportunities that arise as organizations grow and the contexts where they intervene change.
04/	Based on the Fellows' growth dynamics and the kind of support offered by the program, in order to escalate to other Fellows, it is necessary to consolidate knowledge management processes that allow the organizations to assess WCM's contribution and create inputs for an agile decision making.	Both for the first and second generations of Fellows, a monitoring and evaluation system will be consolidated in order to define and assess WCM's contribution to its Fellows in a dynamic, aggregate manner.



5.2 NEXT STEPS FOR WCM

These are the main steps the program will make in the next few months:

- Search and select a new generation of WCM Fellows in India and Brazil (July and August 2013).
- Implement the support program for existing and new WCM Fellows in Brazil and India with the contribution of WCM's Professional Program Partners, starting with an in-depth needs analysis and the development of a growth strategy and action plan.
- Acquire new Professional Program Partners as needed, privileging pro bono engagements but also hiring quality paid services.
- Implement the system to measure and evaluate impact of WCM fellows and of its aggregate program.

The Trafigura Foundation is supporting the WomenChangeMakers program of the Womanity Foundation in its pilot phase from 2012 to 2014 with strategic advice and funding.

The costs of the WCM Program in 2012 amounted to a total of CHF 151,315.

6- WCM STAFF

WCM teams were set up and trained in Brazil and India. A WCM country representative was recruited in each country. **Caitlin D. Fisher**, based in São Paulo (Brazil); and **Indrani Sharma**, based in Gurgaon (New Delhi), India, started on November 1st, 2012. They report to the executive director of Womanity, Antonella Notari Vischer. The Womanity Foundation is an organization founded and presided by Yann Borgstedt.

Yann Borgstedt



Yann Borgstedt is a Swiss entrepreneur who manages a range of businesses in real estate development, relocation, logistics and storage in Switzerland, England and France. He graduated in 1993 with a degree in Finance from Babson College, Massachusetts, USA, and later joined (for 6 years) a venture capital fund in London. He is a member of the Young Presidents' Organization (YPO) in Geneva and London and is involved in the YPO's Economic Development Network and Disadvantaged Kids Network.

In 2005, he started the Womanity Foundation (at the time called Smiling Children Foundation). Coming from a privileged environment and being aware of what is happening around the globe, he felt the need and duty to do something to create a fairer world. In a further evolution of the work in favour of women's progress, the WomenChangeMakers' program was launched in 2009. The program was inspired by the Ashoka model, which Yann Borgstedt became familiar with through his participation in the Ashoka support network in Switzerland and France, where he mentors 2 fellows.

Antonella Notari Vischer



After working for over 18 years with the International Committee of the Red Cross (ICRC) as a field-based delegate and as the main spokesperson, Antonella entered the microfinance sector as director of corporate communication at BlueOrchard in Geneva from early 2008 until November 2009. From January 2010, she has headed the Womanity Foundation. She also sits on the board of directors of "Geneveroule" and "Giving Women". Antonella holds a MSc in Media & Communication from the London School of Economics and Political Science (LSE) and a Licenceès Letters from the University of Geneva.

Caitlin Fisher



Caitlin, a native of Cambridge, Massachusetts (USA), recently finished her Fulbright Fellowship in Brazil. She has been carrying out ethnographic research on gender, the body, and economic development through the lens of football and she is co-founder of the GUERREIRAS PROJECT, an international multimedia initiative on gender and development. She previously worked as a Portfolio Specialist for the Nike Foundation in New York City and Portland, Oregon, where she contributed to the launch of the "Girl Effect". She is a former professional football player, who played internationally in Brazil, Sweden and the USA, while simultaneously carrying out anthropological research for



FIFA. Caitlin received her BA in Biological Anthropology from Harvard University (2004), and her MSc from the Gender Institute, London School of Economics (LSE) (2010).

Indrani Sharma



Indrani Sharma has been engaged in the non-profit sector for the past 13 years and has worked with various national and international organizations of repute on a wide range of development projects, which include social entrepreneurship, microfinance and livelihood. Her area of involvement has been community mobilization, capacity building and community engagement. She has experience of working not only within India but also in Nepal, Sri Lanka and Pakistan, and has represented South Asian projects at a global level. She has successfully worked with organizations like Ashoka and PlaNet Finance and is currently also involved with Ashoka Changemakers.



WomenChangeMakers

"In 2012, we started an ambitious growth plan, supported by a grant from thevFoundation d'entreprise CHANEL facilitated by WomenChangeMakers. This investment contributed to a 23% increase of the revenues of Rede Asta and to a more stable income for the artisans in our network. WCM's support services are helping Rede Asta to expand activities in a sustainable and professional manner and are increasing our opportunities of partnerships and visibility including facilitating our participation to several national and international events."

**Alice Freitas, founder and president of Rede Asta,
Rio de Janeiro, Brazil**

"India has an alarming gender discrepancy. In Rajasthan, only 44% of females are literate. 40% of girls leave school before they reach grade 5 and only 15% of children are able to read a simple story in Hindi. Education enables girls to reason, make informed decisions and most importantly, live a healthy, productive life. The enormous benefits and my passion for educating girls was the reason why I started Educate Girls in 2007. Today we are present in 3 districts, covering 5,700 schools. The WomenChangeMakers program is providing my team and me with access to professional consultancies, expert services and trainings to meet our growth objective."

Safeena Husain, Executive Director of Educate Girls, India