

CONCEPT PAPER

Sustainable Education for
Ugandan Girls and Economic
stimulus for rural women groups



BESO FOUNDATION



**SUSTAINABLE EDUCATION FOR UGANDAN GIRLS
AND ECON**

About Us

BESO Foundation is a Ugandan Community Based Foundation that is leveraging a social enterprise approach to solving access to quality education and economic empowerment for women.

Our aim is to break the cycle of poverty in rural Uganda through access to quality education for children mostly girls through our model schools that accelerate quality teaching for improved learning outcomes and economic empowerment for women through micro-finance to improve livelihoods. .

Our Vision

We envision a world where children and young people are critical thinkers, problem solvers and break their own cycle of poverty

Our Mission

To be a community-driven center of excellence for formal and non- formal education through; our model schools that accelerate quality teaching and learning outcomes and skills for job opportunities.

Our Model and Reach

BESO Foundation leverages a social enterprise approach to solving access to quality education. We are working to ensure that rural learners have access to quality education that can enable them grow up into critical thinkers and problem solvers.

We are embarking upon a process of establishing sustainable model schools in rural districts in Uganda. In Kayunga District, we have established an Early Childhood Learning Center, Primary School, and a Secondary and Vocational School. Once completed, these three schools will serve as sustainable model schools and be resource centers for other schools in the district. Each school to offer scholarships to out standing students from low income households.

Introduction and Background



The purpose of this plan is to present a framework on the how BESO Foundation intends to operate to sustain its progress over the past few years, while working to achieve sustainability in our operations and inform scale.

The COVID 19 pandemic has unearthed the need to shift our operational rhythm towards a social enterprise model, whilst lessening dependency on grants and external support. The closure of schools in Uganda, affected our ability to operate at full capacity, affected our income streams due to shift in donor commitments and priorities but also directly impacted our internal revenue streams by; creating the need to reallocate resources. Our response plans have focused on ensuring learner safety and a safe return to school by some classes as guided by the government.

While our external funding enables us to deliver the programs, we hope to achieve the sustainability of our programs by reducing the need for external support over the next five years. It is often the norm that valuable NGO programs become short term initiatives, which end at the completion of funding. It is of fundamental importance to gain full local resource mobilization and fully finance our operations to reduce the vulnerability and dependency on foreign support.

Proposed Solution

Beso Foundation is in the process of evolving from a traditional grant based organization to a development enterprise, providing quality and affordable education in rural Uganda. This new business model is aimed at making the Organization financially sustainable by reducing dependence on grants and external financing.

In an effort to move away from dependence on external restricted funding, we hope to generate income by providing quality and affordable education to communities that would otherwise have to leave their geography to attain the same. We intend to equip local communities with the tools, knowledge to start business through promoting easier access to credit. This would be done through our economic empowerment program.

Rationale

Financial sustainability in our operations, is crucial to the long term survival and effectiveness of our programs. Over dependence on restricted and external financing is an indicator of potential un sustainability. The COVID 19 pandemic has unearthed the need to shift our operational rhythm towards a social enterprise model, whilst lessening dependency on grants and external support. The closure of schools in Uganda, affected our ability to operate at full capacity, affected our income streams due to shift in donor commitments and priorities.

The closures also directly impacted our internal revenue streams by; creating the need to reallocate resources towards safety measures to ensure a safe return by learners and teachers. Our response plans have focused on ensuring learner safety and a safe return to school by some classes as guided by the government. While our external funding has enabled us to deliver the programs in the past, we hope to achieve the sustainability of our programs by reducing the need for external support over the next five years.

Objectives

Our long term sustainability strategy, will be guided by the following objectives;

- Becoming self-sufficient in financing own operational costs for running our core business.
- Ensuring sustainability of Kayunga model schools and economic empowerment programs.
- Establishing a model school in Eastern Uganda by 2025 to provide girl child access to affordable quality education.

Implementation Strategy

Our model schools projects will be cash-flow positive by the year 2025.

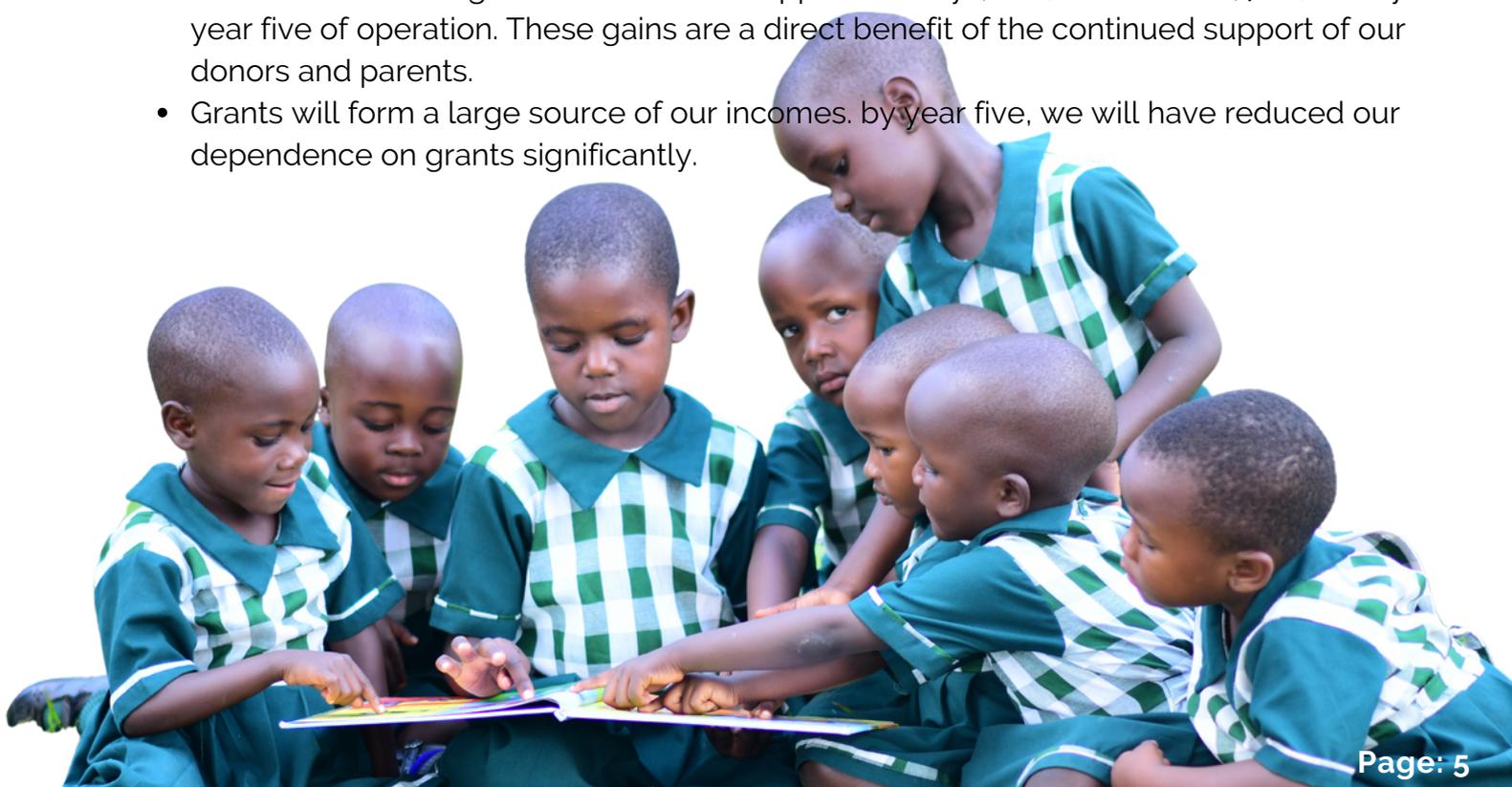
We hope to achieve sustainability by reducing dependency on external financing of our operations, by ensuring that we can generate revenue internally through; tuition collection and making smart investments that reduce risk and grow our revenue streams.

Our expenses will be driven mainly by structural development, personnel expenses and will gradually grow as we scale our operations to a new geography. We hope we will be financed mainly by grants and individual donations, and will slowly introduce additional revenue streams including; tuition fees from enrolled students. We shall ensure that each year, the need for external financing is reduced by 20% until we are fully internally financed. By 2023, we shall ensure that the need for external financing is reduced by 70% until we are fully internally financed

Our enrollment is expected to grow over the next 5 years, We expect to have enrolled and supported access to quality and affordable education to 3,000 learners by 2025. Of these, each year we shall maintain 50% of our enrollment on scholarship (these will be mainly learners from low income households), while the 50% will pay subsidised tuition fees.

There are two key financial criteria to our mission:

- 50% of overall enrollment of learners, shall contribute 100% subsidised tuition requirements.
- 50% of overall enrollment of learners, shall be enrolled on scholarship.
- Total revenues will grow from a base of approximately \$200,000 to over \$700,000 by year five of operation. These gains are a direct benefit of the continued support of our donors and parents.
- Grants will form a large source of our incomes. by year five, we will have reduced our dependence on grants significantly.



2025 sustainability End State

	Target	Resourcing	Timeline
Learner Enrollment	3,000 Learners enrolled		2025
People – Staff	200 Teaching and Non-Teaching Staff	\$20,000	2025
Fundraising Target	External resourcing Required	\$1,500,000	2023
Internal Revenue Target	Tuition Collection from 50% of enrolled learners	\$700,000	2025
Capital Investments and Fundraising Targets	Construction of <u>students classrooms</u> of High School in Kayunga.	\$230,000	2021
	Construction of 3,000 halls of residence at High school and Primary school in Kayunga	\$670,000	2023
	Construction of an early child development Centre facility in Kayunga	\$50,000	2022
	Construction of the 2 multipurpose halls in Kayunga.	\$100,000	2021

How you can support

- You can be joined with other givers into a challenge to collectively commit \$1,500,000 towards our sustainability plan by 2023 by making a 5-year commitment of between \$100,000 to \$500,000. The social return of this commitment is to sustainably educate 3,000 children by 2025.
- Support teacher professional development by financing \$20,000 towards an education exchange program for our teachers to exchange with others in the region.
- You can support girl child education and safety by contributing \$450,000 towards construction of a girls' hall of residence by 2021. This can be contributed in trenches of \$100,000 per year.
- You can loan us from \$200,000 to \$1,000,000 payable in 10 years.



The case for girl child education.

It's not easy being a girl in Uganda. From as young as 14, she is seen as a potential wife and mother. Child marriages are common, as impoverished families see a dowry as a way to ensure their daughter's future.

School girls spend 3-4 hours travelling to and from school each day - including long walks on their own. After school, they spend more time alone walking through the village to fetch clean water.

Every minute that a teenage girl spends alone in the community, she is vulnerable to abuse.

A lack of health education leaves girls highly susceptible to sexually transmitted diseases and other health problems which prevent her from going to school.

When a girl drops out of school, it limits her life and opportunities. It affects her health, her status, her earning power, and her relationships.

58% of girls are forced to leave school due to pregnancy or marriage

24% the national teenage pregnancy rate.

2 IN 5 girls are married before the age of 18



"Our girls want to be so many things - teachers, nurses, doctors...But they can only achieve it if they can concentrate on finishing their education." Venna Senior Teacher

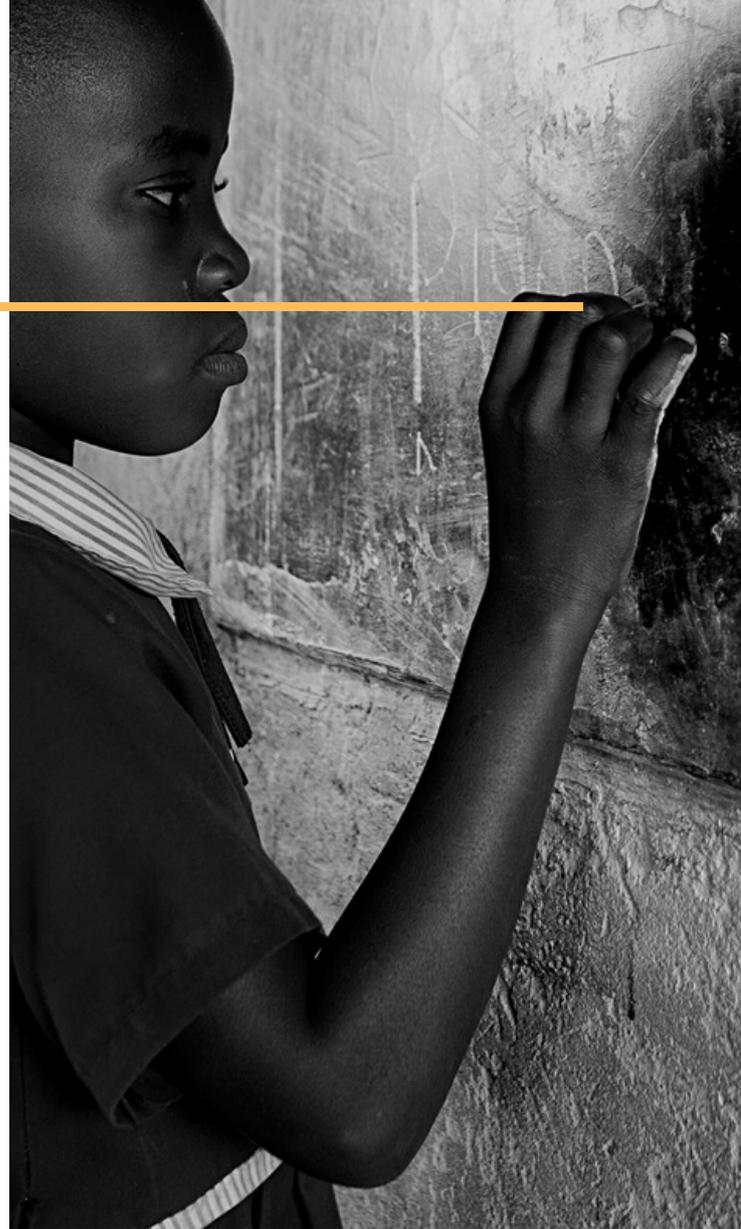
The Dormitory Project

Every girl deserves an education, but **only 1 in 5 girls in Uganda get the chance to attend high school.** Instead, young girls are forced into marriage and teenage pregnancy. Donation in form of capital investment will help us build a boarding school to sustainably give girls a safe place to learn, so they can create their own future.

Right now, over 500 girls at BESO Schools urgently need help to complete their education

In the rural area schools in Uganda, only **1 in 5 girls get the chance to complete their education and half of girls aged 15 to 24 are illiterate.**

It's a disgrace: girls are kept out of school because they are girls. **They are forced to stay home, get married, and have children.** Their futures are taken from them before they have the chance to finish their education.



These girls urgently need a safe place to learn, where they are free to study, dream, and determine their own future.

We need your help to build it.

We need to raise **\$450,000** by close of 2021 to build girls' boarding houses and toilet block at BESO Primary and High Schools and give these girls the chance to finish school, break the cycle of poverty, and realise their dreams.

The sustainable Solution for girls

A safe place to learn can change the future for girls in Uganda.

We urgently need to build a girls' boarding house at both BESO Schools, where girls will have a chance to focus on their education and work toward their dreams.

Girls who board will have more time to study, develop social skills, and participate in extracurricular activities like sport, drama, and vocational classes. Their educational outcomes will improve, giving them a better chance at university placement and employment.

Educating a girl can break the cycle of poverty in just one generation. If a teenage girl can stay in school and obtain skills, she will earn more income in the future, marry later, and have fewer – and healthier – children.

Plus, educated mothers are more than twice as likely to ensure the education of their children.

Boarding will give girls continuous access to health education, counselling, and guidance. They will benefit from good nutrition, clean water, and sanitation facilities not always available at their homes.



Change the Future of Zubeda

Zubeda is one of our amazing high school students!

My name is Zubeda, I need to succeed with my education so I can fight poverty and my family can live a sustainable life," says , a 13-year-old student at St.Mark School, in rural Uganda. Zubeda in the photo, is the third of 7 siblings in a family that is trapped in poverty. Neither of her parents went to school and they have spent almost everything they own trying to give their children an education.

"I wish all our children could go to school but we don't have the money," says Zubedah's mother Nalongo Bukenya, who has 10 children under the age of 18. Zubeda is a gifted scholar dedicated to becoming an a lawyer and helping her family

Home is not easy for Zubeda. She wakes up at 4am every morning to walk 4km long distance to the school. There are risks in the community as she travels back and forth.

If Zubeda has the opportunity to board, she will have more time to study, play, dream, and work towards her goals. While she is learning and developing, she will have access to clean water, nutritious food, and quality health education.

With your support, Zubeda will have the chance to finish high school, break the cycle of poverty, and choose her own future.



Contact:

Aaron Bukenya

Title: Founder and Executive Director

E-mail: aaron@besofoundation.org

website: www.besofoundation.org