



**David Hayman (UK)**

**Host organization:** Educate Girls (India)

**ICats role:** Expansion Manager

**ICats duration:** Feb – Dec 2015 (full-time)

**Degree:** International Relations

**Professional experience:** Citi Private Bank New York, Accenture Consulting London, The Prince's Trust



[www.educategirls.in](http://www.educategirls.in)

## Summary

David used his organizational strategy and planning experience to oversee Educate Girls' expansion activity, building the expansion strategy, identifying target locations, and leading the set up of new operations for Educate Girls across India. An additional focus was on establishing international activity through Educate Girls pilot in Kenya.

### The problem Educate Girls aims to tackle

- In rural India, 68% of girls are married before the legal age, and only 1 out of every 100 girls reaches class 12. Only 15% primary school children can read a simple story in Hindi. 40% of girls drop out before class 5 and death
- 9 out of the 26 most critical gender gap districts in education are in the state of Rajasthan

### Educate Girls' challenges

- Ambitious expansion plans to grow the organization's footprint across India and beyond. Aspiration high, yet detailed operational planning lacking and key decisions to be made

### Educate Girls' solution

- Educate Girls mobilizes communities to take a stand against gender disparity in education
- Their comprehensive model engages schools, communities, parents and Team Balika (community volunteers) to ensure increased enrollment and retention of out-of-school girls and improved learning outcomes for all students

### Opportunity for an ICats Fellow

- There was an opportunity for a fellow with experience organizational strategy and operational planning to establish the expansion approach then lead on the implementation of this activity

### "My experience as an ICats Fellow...

*great exposure to a highly successful NGO going through a period of rapid growth and expansion. The opportunity to support an organisation which is making a huge impact to the lives of tens of thousands of children across India.*

*I have gained strong insights into the positive and negative dynamics of working in an Indian NGO, built a greater understanding of operations and programme delivery, and learned about the complexities and opportunities associated with working with the Indian Government. I am now building my experience of international replication of established programme models"*

*- David*

### David's achievements ...



- Agreement on 3 year expansion strategy targeting new States and Districts across India
- Development of an expansion toolkit which future expansion staff will be able to use to identify and select target locations, and manage set up of new Districts
- Initial set up of new District offices and recruitment of delivery teams to lead expansion activity
- Support for Educate Girls International strategy development
- Establishment of EG International pilot programme in Kenya

### David's next challenge

Continue to work in Mumbai with Educate Girls, leading on the implementation of the Educate Girls International pilot in Kenya

### ...contributing to Educate Girls' growth



- Expansion strategy has contributed to the successful award of \$12.5m from the Educate a Child Initiative
- Expansion strategy has led to the set up of 3 new District offices in Y1, moving to 9 by Y3, supporting an additional 125k Out of School Girls into education by 2018
- Potential for Educate Girls International pilot to support 10k Out of School Girls in Kenya from 2016