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Street Business School (SBS) is an award-winning non-profit, providing one-of-a-kind entrepreneurial training for women, proven to help them triple their incomes and lift their families out of poverty with dignity.

After a decade of creating robust results in Uganda, SBS has scaled its impact through a social franchise strategy, in which non-governmental organizations (NGOs) are trained to deliver the program to people in their local communities. This partnership approach enables greater impact and effectiveness, combining the successful SBS training model with the NGO partner’s expertise and customization to meet the unique needs of the local community. Through this approach, SBS will reach 1 million women by 2027, allowing them to lift themselves and their 5 million children out of poverty.
SBS has prioritized rigorous evaluation and data gathering in the global expansion of the SBS program, the Learning Lab, their original direct delivery program in Uganda, as well as for the global expansion of the SBS program. This document is the latest edition of Monitoring & Evaluation (M&E) report publications. Results demonstrate that SBS creates significant and sustained impact at scale and is a highly cost-effective solution in poverty eradication.

The data in this report is taken from three evaluation sets:

1. Data from the SBS Learning Lab for Uganda, gathered from participants at baseline, graduation (six months) and two years post-graduation.
2. Data from NGO partners in three countries gathered from participants at baseline, graduation (six months) and one-year post-graduation.
3. A cost/benefit analysis of the past three years of global expansion, evaluating the cost per beneficiary served, against the benefit created.

The findings contained here demonstrate that Street Business School is a highly cost-effective program which delivers positive, significant and sustained impact whether delivered by the SBS Learning Lab or through NGO partners:

• All data demonstrates increasing and sustained growth in income. On average, participants experience a 211 percent increase in income as a result of SBS Learning Lab implementation, and a 163 percent increase in income as a result of NGO partner implementation.

• SBS graduates move out of extreme poverty. Graduates of SBS Learning Lab implementation go from earning an average of $1.35 a day at baseline to $4.19 a day two years after graduating. Graduates of SBS training offered by NGO partners go from earning an average of $1.04 a day at baseline to $2.71 a day one year after graduating.

• All data shows that business ownership increases significantly among SBS graduates and that business ownership is sustained over time. 89 percent of SBS Learning Lab graduates have a business two years later, and 80 percent of NGO partner graduates have at least one business one year later.

• A cost-benefit analysis demonstrates SBS is a highly effective anti-poverty strategy because minimal investment leads to life-changing financial stability for program graduates. For every $1 invested in SBS, entrepreneurs are able to generate $5.70 worth of increased income within eighteen months.

1Street Business School and NGO partners primarily train women, although some men are included in the impact numbers quoted throughout this report.
SBS is a six-month, business skills training uniquely tailored to meet the needs of women living in poverty (defined as living on less than US$1.90/day) many of whom have not finished primary school. Training is delivered in the local community and the local language. The skills and information taught allow women to create and sustain their own micro-business(es) and to bring their families out of poverty.

Additionally, the curriculum is specifically designed to build the confidence needed to succeed as an entrepreneur through mentorship, home-visits, alumni testimonials, an experiential-based curriculum and peer-to-peer networks.

The SBS curriculum covers the following topics:
- Getting out of your comfort zone
- Business identification
- Finding capital and starting small
- Bookkeeping
- Market research
- Business planning
- Growing the customer base
- Money management

To scale globally, SBS collaborates with other NGOs to leverage the respective expertise of each partner through a social franchising model. SBS brings a world-class entrepreneurial training program with proven results, and partner NGOs bring local leadership and deep cultural knowledge of the communities they serve. SBS training provides NGO staff members with everything they need to run their own SBS in the communities they serve, including how to customize some areas of the curriculum with their local expertise to make it culturally relevant. This, in turn, helps each organization amplify their impact in the sector in which they work. SBS partners currently work to address 15 of the 17 United Nations Sustainable Development Goals.

SBS offers a variety of training strategies that can be customized based on the needs of the partner NGO. SBS has trained organizations ranging from global NGOs to grassroots community-based organizations.

Components offered to partner organizations trained may include:
- An eight-day immersive training and comprehensive curriculum manual including eight SBS modules, coaching, enrollment and graduation

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2 The World Bank defines extreme poverty as living on $1.90-$3.20 per day in lower/middle income countries and poverty as living on $3.20-$5.50 per day in middle/upper income countries—(all adjusted for purchasing power parity)
• A tablet-based M&E system for data capture, and an organizational account to allow for analysis and reporting
• Digital co-branded materials with the partner’s name
• Personalized consultative sessions after the training to support implementation
• Enrollment into the SBS Global Catalyst Partner Network which provides resources, capacity building and peer-to-peer learning
• Ongoing capacity building training
• Tips on being an effective trainer
• Customization of training based on sector
• In-depth training program to embed Global Trainers within partner NGO

The primary achievements generated by SBS training include:
• Graduates of SBS significantly **increase their income** to lift themselves and their families out of extreme poverty.
• SBS trains people to build their **confidence** to succeed as entrepreneurs.

• Entrepreneurs become more **resilient** with a significant increase in the percent of entrepreneurs who operate at least one business a year after graduating from SBS, and a sizeable number who run two or more businesses.
• Supporting the UN Sustainable Development Goals 1, 5, 8 and 17, SBS creates new income for women and **contributes to many other sectors** including food security, children’s education, improved shelter, climate resilience and access to health services, among other life- and environmental-enhancing opportunities.

SBS has trained almost 100 NGO partners in more than 20 countries to equip women living in poverty with the knowledge and confidence to build sustainable businesses and lift their families out of poverty.

*As of September, 2020*
SBS LEARNING LAB

SBS provides highly specialized entrepreneurial training for women living in deep poverty, enabling them to triple their income and lift themselves and their families out of poverty with dignity. Through a signature combination of teaching business skills and helping women build their confidence, SBS creates transformational results.

SBS training has been implemented in Uganda in some form since 2004 and the Learning Lab continues to provide direct training in Uganda, and to test innovations to share with the larger network.

Learning Lab Impact:
Graduates of SBS in Uganda increase their income by 211 percent, on average. They increase their earnings from an average of $1.35 per day to $4.19 per day within two years of graduation, which lifts them above the global poverty line.

GRAPH 1: SBS PARTICIPANT INCOME INCREASE THROUGH DIRECT TRAINING IN UGANDA

![Graph showing income increase over time](graph.png)
Graduates of SBS also open and sustain businesses at a significant rate. Two years after graduating SBS, 89 percent of women have at least one business open, and data shows that a significant portion are able to diversify and create multiple businesses.

**GRAPH 2: SBS PARTICIPANT BUSINESS OWNERSHIP THROUGH DIRECT TRAINING IN UGANDA**

<table>
<thead>
<tr>
<th>% of participants with businesses, 2 years post graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>At least 1 business</td>
</tr>
<tr>
<td>At least 2 businesses</td>
</tr>
<tr>
<td>3 or more businesses</td>
</tr>
</tbody>
</table>
ALUMNAE TESTIMONIAL

Harriet Nakibuuka
Harriet Nakibuuka has always been a hard worker, and though neither she nor her husband had a formal job, they worked every day to try to make ends meet and provide for their three children. She describes the worst days as those times when she couldn’t afford her children’s tuition and they were unable to attend school.

Three years ago, Harriet joined Street Business School and became a thriving entrepreneur.

Feeling confident and equipped with the knowledge from SBS, she realized that hard work alone isn’t the solution. She knew that letting go of fear was critical to lifting herself out of poverty. With this positive mindset and SBS training, her very first attempt as an entrepreneur was a success. Coach Harriet started selling a few tomatoes a day. She quickly grew her business and is now a major tomato supplier in one of the busiest business districts in Kampala, earning up to $65 a week!

Coach Harriet is so successful that she has been able to raise enough money to start a second business! Harriet started a second-hand clothing business that she runs in the afternoons after finishing work at her tomato business.

Harriet has big dreams for her future. Her goal is to purchase a flat of rooms that she can rent out to create yet another income stream for her family. Harriet speaks about her dream with excitement, “That’s why I wake up very early to come and work.” As momentum continues to build for Harriet and her businesses, her dreams are becoming a reality.
SBS EVALUATION APPROACH

SBS is dedicated to building strong evaluation systems to capture global impact at scale and has created an innovative and robust M&E approach to uphold the integrity and fidelity of SBS implementation as the partner network expands. The M&E framework captures high-quality data and provides NGO partners usable information to foster continual learning as they monitor their impact within their unique context.

SBS’ M&E standards encompass two broad categories of analysis to assess program efficacy and fidelity. Results are used to guide continual program improvement and foster an increase in global impact.

SBS program performance is measured against three key elements:

- **Accuracy** – Accurate data collection is essential to maintaining the integrity of research, making informed programming decisions, and ensuring quality assurance. SBS uses an online data collection tool to dramatically reduce the risk of confounding data collected through unstructured methods.

- **Timeliness** – In order to be relevant and actionable, data must be available in a timely manner and accessible to decision-makers. Information is used for tracking progress, assessing outcomes, and making decisions.

- **Honesty** – Evaluation findings must be inclusive of data that is expected, unexpected, positive, and/or negative. SBS data collection processes ensure that program participant experience is captured regardless of whether it demonstrates progress.

The SBS Impact Tracker is a custom-built M&E system that gathers and reports SBS impact data to support thoughtful decision-making, critical impact evaluation, and systematic stakeholder reporting. NGO partner data syncs to a global dashboard, allowing close monitoring of partner results and quality control across the network.

Each NGO partner in the SBS network is trained to use this phone/tablet-based data tracker, saving them time and automatically syncing to the global dashboard. Partners can view their own impact statistics and visualize their data, supporting their learning and reporting. For many partners, the SBS Impact Tracker has dramatically increased their level of M&E sophistication and provided an invaluable tool to help them grow.

![A global dashboard tracks results in real time](image)
SBS has scaled its impact through a social franchise strategy, in which NGOs are trained to deliver the program to people in their local communities. This approach combines the successful SBS training model with the NGO partner’s expertise of the community, creating a program that is locally led, highly impactful and cost-effective to deliver at scale.

In September 2020, the independent evaluation firm Improve Impact conducted a review of beneficiary data provided by NGO partners trained by SBS. This review revealed a robust and sustainable impact that mirrors the impact created by the SBS direct implementation model. One year after graduating from programs offered by SBS NGO partners, beneficiaries realize the following impact:

- Graduates increase their income by 163 percent, on average increasing from an average of $1.04 a day when they begin, to $2.71 per day, one year after graduation, lifting them out of extreme poverty.

Analysis was conducted by independent firm Improve Impact comparing baseline evaluation findings (month 0) with data gathered one year after graduation from SBS (month 18). Data came from ten cohorts trained by seven NGOs in three countries and included 328 total participants.
Eighty (80) percent of participants have at least one business one year after graduating, versus only 40 percent who had at least one business when they began training.

In addition, data shows business diversification. Thirty-eight (38) percent of graduates have one business, 13 percent have two businesses, and 29 percent have three or more businesses.
In total, participants reported 497 businesses in operation one year after graduation, a 191 percent increase in business ownership since the beginning of training. On average, participants owned 1.5 businesses one year after graduation.

**NGO Partner Implementation**

Of particular note in this data:

- On average, the people served by NGO partners started at a lower income level than people served by SBS Uganda ($1.04/day versus $1.35/day).
- NGO partner data measures change at **one year** after graduation versus **two years** for SBS Uganda. Based on the consistency of the results thus far, it is anticipated that women served by NGO partners will continue to increase their incomes to the two-year mark.
- Both data sets show graduates moving out of extreme poverty.

78% of trained NGO partners implement the SBS model in their local communities, leading an average of **3.5 training cohorts** within their **first year** and training an average of **73 aspiring entrepreneurs.**
Family Impacts:

• The amount families spent on daily expenses increased by 80 percent from before training to one year after graduation, based on data from 2 cohorts.

• Monthly education spending increased by 50 percent from before the training to one year after graduation, based on data from 2 cohorts.

• Twenty-nine (29) percent of all participants reported having money in savings one year after graduation.
COST-BENEFIT ANALYSIS OF SBS

Improve Impact completed a cost-benefit analysis of the business training program provided by SBS to better understand program impact. This was done by calculating the ratio of the full organizational budget to the change in average annual income earned by program graduates. This descriptive cost-benefit ratio demonstrates that minimal investment leads to life-changing financial stability for Street Business School program graduates.

Cost-Benefit Ratio Calculation
This cost-benefit calculation examines the total investment\(^4\) to operate SBS over a three year period of time against the change in average annual income earned by projected\(^5\) entrepreneurs within 18 months of entering SBS training.

### TABLE 1

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (USD)</th>
<th>1 year post graduation (USD)</th>
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</thead>
<tbody>
<tr>
<td>Average daily income(^8)</td>
<td>$1.04</td>
<td>$2.71</td>
</tr>
<tr>
<td>Average annual income</td>
<td>$375.95</td>
<td>$989.15</td>
</tr>
<tr>
<td>18-month change in average annual income per entrepreneur</td>
<td></td>
<td>$613.20</td>
</tr>
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</table>

### TABLE 2: CHANGE IN INCOME

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\(^4\)While many cost-benefit calculations look at direct costs versus outcomes, this analysis takes the full organization’s budget and compares it to the outcomes generated by those investments. It is expected that a cost-benefit ratio which only includes direct program expenses would result in an even higher return.

\(^5\)SBS assumes that 75 percent of certified Lead Coaches within NGO partners will implement SBS, and each will train 220 beneficiaries, on average, within four years. Entrepreneurs include all of those projected to be reached by 2024 by the NGO partners trained between July 1, 2017 and June 30, 2020.

\(^6\)$3,673,437 is the total SBS expense from July 1, 2017 - June 30, 2020 (Phase 2 Expansion) as reflected in organization 990s and financial reports.

\(^7\)221 Certified Lead Coaches trained between July 1, 2017 and June 20, 2020 * 75 percent implementation rate * 220 entrepreneurs reached within 4 years.

\(^8\)Daily income figures are the average of values as reported by entrepreneurs who completed an assessment at both Baseline and 1 year after graduation (18 months after joining SBS training).
For every $107 invested in SBS, the average annual income of entrepreneurs increased $613.20 within 12 months of graduating the training.

Cost-benefit ratio = 1 : 5.7

Every $1 invested in Street Business School generates $5.70 worth of increased income for an entrepreneur within 18 months of completing the training.

This cost-benefit ratio demonstrates that SBS is a highly cost-effective intervention. For a total cost of $3,673,437 invested in the organization over a three-year period, an additional $20,938,590 in increased income is estimated\(^9\), resulting in the average entrepreneur lifting her family above the global poverty line.

It is important to note that this ratio reflects increases in income for only one year. No assumptions are made about increased income in future years.

Significantly, this ratio also does not capture other social benefits experienced by entrepreneurs. For example, research shows that with an increase in girls’ educational attainment and gender equity in the workplace, economies grow\(^{10}\). Neither that nor additional benefits such as improved health, lower fertility rates, decreased dependence on other aid, etc. are included here. It is expected that a complete Social Return on Investment analysis would result in an even greater cost efficiency of the SBS program.

\(^9\)34,155 entrepreneurs trained * $613.20 average increased income.

SBS is leveraging a social franchise model to efficiently scale. Growing via social franchising is an alternative to self-replication where organizations build offices and hire their own staff to implement their work in new communities. Instead, social franchising builds on the experience and expertise of existing NGOs, embedding a proven training program into their work, allowing faster and more cost effective expansion than otherwise possible. Benefits to the social franchise model include:

- Leveraging the expertise of local leaders to customize the program to their community’s culture, gender norms, religion, politics, etc.
- Reduced start-up costs to expand to new communities
- Sharing proven interventions and eliminating the need for multiple organizations to “reinvent the wheel”
- Increasing collaboration among NGOs

One of the most material financial benefits realized is leveraging the sunk costs of existing staff of NGO partners. To illustrate this, SBS compares its compensation costs in a social franchise replication model to the tradition self-replication model.

As of September, 2020, SBS has trained 221 lead coaches from partner NGOs who are certified to implement SBS in 21 countries. If it were self-replicating, SBS’s annual operating budget would increase by $3.315 million or more.
Assuming an average annual salary of $15,000 per coach.

The social franchise model clearly offers an advantage over the traditional self-replication model in terms of budget size versus impact. Social franchising is being recognized as a powerful tool to scale impact in a cost effective way and SBS is proud to be pioneering the social franchising of a training program and gathering evidence to support greater adoption of this innovative model.

The following table demonstrates the operational budget differences between a social franchise model and the more traditional self-replication model.

<table>
<thead>
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<th>TABLE 3</th>
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<tbody>
<tr>
<td><strong>Comparisons</strong></td>
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<tr>
<td>Actual SBS three-year budget using <strong>social franchise model</strong></td>
</tr>
<tr>
<td>Actual/anticipated number of certified SBS coaches</td>
</tr>
<tr>
<td>Estimated cost to pay salaries of SBS certified coaches</td>
</tr>
<tr>
<td>SBS three-year budget if it was <strong>self-replicating</strong></td>
</tr>
</tbody>
</table>

The social franchise model clearly offers an advantage over the traditional self-replication model in terms of budget size versus impact. Social franchising is being recognized as a powerful tool to scale impact in a cost effective way and SBS is proud to be pioneering the social franchising of a training program and gathering evidence to support greater adoption of this innovative model.

“SBS is a best-in-class example of how to leverage tried and tested franchising models from the commercial sector for creating true social impact at scale. In social franchising, they have found the engine for growth that will allow them to change lives at an ever exponential rate in the coming years.”

DAN BERELowitz, CEO AND FOUNDER, SPRING IMPACT (FORMERLY THE INTERNATIONAL CENTRE FOR SOCIAL FRANCHISING)

11Assuming an average annual salary of $15,000 per coach.
Kabubbu Development Group (KDP) is a proud NGO partner of SBS. KDP was determined to equip people in its community with skills to make them self-reliant and became an SBS partner in June 2018. KDP launched its first training just two months later, and found that the demand to become an entrepreneur in their rural village in Central Uganda was high.

Rachel was one of the graduates from KDP’s first cohort. Years before being offered SBS training, Rachel had tried to open a small retail shop, but found she didn’t have the skills to make it successful. Attending SBS helped Rachel learn where she had made critical mistakes in the past. She also learned how to track her daily expenses, allowing her to save enough money to make a second attempt at achieving her dream. Rachel not only opened a new retail shop, she created a second source of income with a drinking water business. She credits KDP and SBS for her ability to make smart business decisions, and the peace and joy that her success brings to her family.

KDP felt that SBS was such an effective way to empower members of its community that they sent two more staff members to complete the SBS Immersion Workshop training in 2019, expanding their ability to spark change in their community.
Between 2020 and 2023 SBS will continue to expand globally, building on its existing foundation to reach more NGO partners and beneficiaries. The target countries for expansion are among the world’s poorest, and home to high levels of poverty, gender inequality, lack of access to education, and few formal employment opportunities.

There are innumerable credible global studies that have shown an irrefutable connection between investment in women and improvements in economic development, health and the wellbeing of children. Because of this existing research, SBS made a strategic decision to focus its evaluation on change in income and business ownership as two priority impact metrics. The following are selected studies which demonstrate how the impact achieved by the SBS model – putting money in the hands of women – contributes to the global development agenda in many other dimensions.

Household Wellbeing

When women earn, they generally spend 90 percent of the income they control in ways that benefit their children, improving nutrition, health and educational opportunities. On average, a woman in Africa has five dependents benefiting from her increase in income. One of the ways the lasting impact created by an SBS entrepreneur can be measured is in her educated children. This has a multi-generational impact, as data shows that for each additional year of school a child receives, their eventual earnings increase by 10 percent, making it more likely that their own children will be educated as well.

As SBS expands globally, confident businesswomen will engender success in their children to ultimately create a more prosperous world.

Informal Sector Jobs

For many people living in lower-income countries, the rate of job creation consistently fails to keep pace with the number of people entering the workforce each year. For example, in Sub-Saharan Africa it is estimated that 122 million people will join the workforce by 2022, but there will be only 54 million new jobs created.

In fact, the Organization for Economic Cooperation and Development has recognized that “There is a clear need to provide more and better information about entrepreneurship as an attractive career option, both for young women in school and/or women who are outside the labor force and considering starting work.”

SBS helps people survive and thrive in the informal sector with skills that help them create their own job and increase their incomes.

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Economic Growth

SBS’s program to help women become entrepreneurs contributes to increased consumption and other impacts that spur overall economic growth. According to a study from McKinsey Global Institute:

“Besides direct effects, increased participation among women in the workforce has second-order impacts on GDP, including increased consumption and savings due to higher incomes, the intergenerational impact from improved health and education among children, and potentially higher productivity due to greater female entrepreneurship. Studies have analyzed the impact of bridging the full labor-force participation gap between men and women and have found it could boost GDP by anywhere from 5 to 20 percent for most countries.”

In addition, women entrepreneurs who educate their daughters will have an outsized impact. According to a USAID study, increasing the number of girls in school by 10 percent is correlated with an increase in a country’s GDP by an average of three percent.

Climate Change

Not only do women make up 80 percent of those most significantly impacted by climate change, but investing in women is also a key leverage point to combat climate change. In fact, two of the top ten most significant opportunities to reduce CO2 emissions globally are educating girls and access to family planning, both of which are positively correlated with women’s increased income.

In fact, a focus on these two solutions has the potential to reduce or sequester 25.8 gigatons of carbon dioxide equivalent emissions by 2050, which is more than seven times greater than the current annual carbon emissions of the European Union.

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Street Business School is an innovative poverty eradication program, built on over a decade of proven results. Providing business skills while helping a woman believe in herself and claim her human dignity creates transformational impact in her ability to generate income. These things together create generational change.

This impact is quantifiable and proven from more than sixteen years of direct implementation of SBS in Uganda.

Scaling SBS to reach a million women and their 5 million children is accelerated through social franchising in which partner organizations bring their local expertise to customize SBS, creating the most effective implementation for each community. Through this strategy, organizations are adding a proven and cost-effective economic empowerment program to their toolkits in order to amplify their impact.

As with any replication strategy, the key question is if one can maintain fidelity and impact at scale. The data presented in this report demonstrates that SBS is effective and robust whether delivered directly through the Learning Lab, or through NGO partners in locations around the globe.

The evidence is clear: Investing in women is a smart development strategy that creates lasting impact in their families, communities, and nations. Doing so through a onetime investment that allows each woman to amplify her dignity, voice and income is what is needed to end poverty in this generation.
Report developed in partnership with Improve Impact. Data relevant as of September, 2020. For more information, please contact info@streetbusinessschool.org.