EMPOWERING GIRLS USING SPORTS AND LIFE SKILLS EDUCATION

STANDARD CHARTERED
(UNITED KINGDOM / FINANCIAL SERVICES)

SUMMARY: Scaling through Partnerships
Standard Chartered is committed to empowering girls and women, to promoting gender equality and to unlocking economic growth in the low-income countries where the bank operates. Initially started as a pilot in 2006 targeting 70 girls in India, the Goal programme uses sports to teach life skills. More than 145,000 girls across 24 countries have benefitted from Goal to date through effective partnerships and strategic growth. Standard Chartered aims to reach 600,000 girls by the end of 2018. Standard Chartered believes that rigorous monitoring, evaluation and reporting, in addition to building its network of partners, will help the programme continue to achieve impact on a larger scale.

ON SOCIETY
• Development of a skilled workforce
• Efficiency of education collaborations
• Community social and economic development

ON BUSINESS
• Brand differentiation
• Employee retention and morale
• Profitability
• Business resilience

TYPE OF IMPACT
• Direct Programming
• Educator Training
• Product Development
• Infrastructure
• Policy Change

INTENDED BENEFICIARIES
• Children, youth and adult learners
• Educators
• Community
• Government
• Business

Photo: Standard Chartered
THE EDUCATION ISSUE
Despite major progress to achieving gender equality in education, girls are more likely than boys never to attend primary school and are more than half of the out-of-school children globally.¹ This is the case despite the fact that an educated female population with equal paid employment rates could increase a country’s productivity and fuel economic growth by as much as 14% per capita income by 2020 in 15 major developing economies.² Empowering women and girls, and providing them with a quality education, can improve their lives and the lives of their families, communities and society as a whole.

THE BUSINESS CASE
In many places where Standard Chartered operates, women are excluded from the formal economy and are a largely untapped resource. Standard Chartered recognizes an opportunity to drive market growth and support economic development in its communities of operation by empowering adolescent girls to enter into the formal economy through education and employment. By developing a trusted brand among girls and their families in its markets, Standard Chartered is able to improve its brand leadership and enhance corporate reputation. In addition, since employee volunteering is a big part of Standard Chartered’s corporate culture, helping empower women and girls is viewed as an opportunity to boost employee engagement.

THE INVESTMENT
Standard Chartered’s initiative, Goal, uses life skills education channeled through sports to empower adolescent girls from low-income communities with the knowledge and skills needed to make better informed life decisions. The programme – typically nine months long – teaches girls about health and hygiene, communication, rights and financial literacy to help transform their own lives as well as those of their families and friends.

In-country local partners committed to their communities typically implement the programme. Standard Chartered seeks out partners who have an existing positive relationship within the community, solid financials and experience working with girls and/or sports. A defining feature of Goal is the ongoing capacity building of its local partners – including training on data management tools and data analysis – and its rigorous monitoring and evaluation programme. Goal uses baseline/endline comparisons on knowledge, attitude and behaviour to measure the success of the programme. This enables Goal to expand where successful and scale back where inefficiencies are found.

There is variation in the model and structure of the programme in some contexts. These differences, such as the use of a peer-to-peer model in Nigeria or a shorter summer camp, contribute to Goal’s ability to scale. A select group of girls identified to have leadership potential are invited to become Goal Champions; these Champions help to train other girls to lead the Goal programme themselves. In India a pilot job placement programme was tested to train select Goal Champions in preparation for internships that are connected to potential employers.

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BE SMART
As a programme inherently focused on promoting girls’ empowerment, Goal helps to promote equity and equality in education. Goal enables girls to understand opportunities to continue their education and training rather than dropping out of school as is common in some of the communities where the programme operates.

The programme also respects and supports education as a human right by supporting global initiatives that recognize this right. For example, after demonstrating success as a pilot in 2006, Standard Chartered supported the World Bank’s Adolescent Girls Initiative in 2008 by renewing its commitment to Goal, and in 2013 made a commitment to the Clinton Global Initiative to scale Goal significantly.

Goal identifies and partners with nongovernmental organizations in order to be sustainable and scalable. The programme’s evaluation framework also supports its sustainability, which can in turn drive outcomes and results and inform the future development of Goal.

OUTCOME & IMPACT
Goal is achieving the impact it intended. Surveys to assess programme results demonstrate positive changes in girls’ knowledge, attitude and behaviour around their own sense of empowerment. After completing Goal, on average 68% of participants felt more economically empowered and had increased confidence in their employability and ability to earn money and manage their finances. The girls were also 65% more confident in their potential to become a leader and 82% more knowledgeable about sexual and reproductive health and rights. This illustrates how Goal helps girls become more confident and knowledgeable as they are equipped with resources to contribute to the future skilled workforce in communities where girls commonly do not finish secondary school.

Through these community engagement efforts, Standard Chartered is able to improve its brand leadership and enhance corporate reputation, and contribute to improving in-country relations. By investing in girls and education and making Goal contextually relevant as well as sustainable in each locale, Standard Chartered demonstrates its brand promise of being “here for good” and is also able to gain trust within the communities.

In the long-term, the increased employment opportunities for Goal Champions allow for inclusion of girls in the formal economy and benefit the economic growth of the country. This can positively impact a community’s social and economic development.

LESSONS LEARNED
Standard Chartered is committed to making Goal an effective and sustainable intervention. The sustainability of education programmes can easily be impacted by the availability of resources and the changing commitment of leadership. Goal invested in partnerships to ensure the programme’s longevity as an independent initiative and brand separate from Standard Chartered helping to ensure sustainability.

Standard Chartered is exploring ways to better communicate the progress of Goal both internally and externally. One approach being tested is telling stories of individual girls instead of being numbers-driven, allowing Standard Chartered to highlight the human and social justice elements that Goal aims to address. Better communicating the social and business returns of Goal to a broader audience will help promote the programme and enable it to continue to scale.