Early Years in Kenya
The application pack

JULY 2023
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About Impact at Scale Labs - Early Years in Kenya
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About Global Schools Forum

**GSF** is a catalytic community of non-state organisations, an innovation accelerator, and a partnership builder, working to systemically improve education for underserved children in low- and middle-income countries.

We do this through:
- creating learning opportunities for our global interconnected community,
- testing promising approaches from within the community and diffusing evidence,
- partnering strategically to shape policy and scale evidenced solutions.

**Our vision is that all children can realise their potential through safe access to quality education.**

**OUR COMMUNITY**

Since our establishment in 2017, we’ve grown our community to 88 organisations spanning 55 countries, collectively running or supporting over 200,000 schools and centres and providing education to well over 16.2 million children. Our members include standalone schools, such as MAIA Impact working with Mayan girls in Guatemala; a diverse set of school networks working within or across countries, including organisations like Hippocampus working in rural India or United World Schools working in Cambodia, Myanmar, Nepal and Madagascar; or organisations providing core support services to non-state schools – for example, EdPartnersAfrica that provides financial services to schools in Kenya or Instill Education that provides a variety of teacher development offers across Africa.
OUR WORK & IMPACT

Our work currently covers three core areas:

Strengthen & grow a global learning community

97%

Participants stated that through the Annual Meeting, they were able to access new ideas and perspectives to help strengthen their organisation and work.

86%

of our Communities of Practice (CoP) participants said they would implement strategies and resources from the CoPs in their work.

Test promising solutions & diffuse evidence

9/10

The quality rating for our offsite and coaching sessions. One Labs participant commented: “Engaging through the Labs with other participants and with the GSF team has helped us refine our strategic vision. We have been able to align the strategic vision for our innovation, our strategic vision for scale, and our strategic vision for impact in powerful ways.”

Partner strategically to shape policy & scale solutions

GSF published a report to investigate how non-state actors are regulated across low- and middle-income countries. This report forms a background paper for our wider collaboration with UNESCO’s Education Policy Section.

We represented the non-state education sector in policy discussions ahead of the UN’s Transforming Education Summit. This included our CEO, Aashti Zaidi Hai, speaking at the Pre-Summit in Paris, and work to successfully influence the outcomes of the Summit’s financing track.
**An extended programme duration:** We intensively support organisations to work with governments and other scaling partners for over 1.5 years, as scaling in education can take a significant amount of time.

**Funding support:** We provide up to GBP 75,000 of grant funding to organisations. We work with organisations to tie this support to milestones, collaborate to prepare an action plan to achieve these, and agree on disbursement timelines based on these milestones.

**One-on-one locally embedded coaching, mentoring, expertise for:**
- Initial assessment of solution challenges and opportunities;
- Building a strategy for scale, including evidence collection and revenue and partnerships;
- Ongoing implementation and support of the scale strategy

The value of this support equates to up to GBP 120,000 per organisation.

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**About Impact at Scale Labs**

More than 40 percent or nearly 350 million children worldwide, who are before primary school entry age (children aged 0-6 years), need childcare but do not have access to it.

Where there is access, evidence points to dismal quality of service provisioning for low-income communities. This results in lower long-term developmental outcomes for children. Quality childcare and pre-primary education not only sets a strong foundation for learning, but also has the potential to yield multi-generational impact by improving women’s economic empowerment, child outcomes and family welfare, and reduce inequalities*.

Solving a problem this size requires solutions at scale. However, few education programmes are designed with scale in mind from the outset and there is a lack of funding and support to help these programmes scale. Scaling programmes requires both a new mindset and a new set of tools to drive behaviour change in the public and non-state parts of the education system. We at GSF seek to enable trust and nurture innovation that truly aspires to achieve impact at scale through our Labs programme.

The Impact at Scale Labs programme aims to identify, fund, and support promising, locally led education organisations to scale. Our programme offer includes:

- **An extended programme duration:** We intensively support organisations to work with governments and other scaling partners for over 1.5 years, as scaling in education can take a significant amount of time.
- **Funding support:** We provide up to GBP 75,000 of grant funding to organisations. We work with organisations to tie this support to milestones, collaborate to prepare an action plan to achieve these, and agree on disbursement timelines based on these milestones.
- **One-on-one locally embedded coaching, mentoring, expertise for:**
  - Initial assessment of solution challenges and opportunities;
  - Building a strategy for scale, including evidence collection and revenue and partnerships;
  - Ongoing implementation and support of the scale strategy

The value of this support equates to up to GBP 120,000 per organisation.

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*Better Jobs and Brighter Futures: Investing in Childcare to Build Human Capital, World Bank, 2020 [Link](#)
HOW DO WE THINK ABOUT SCALE?
There are various definitions by funders and practitioners defining pathways to scaling solutions to reach a greater number of people*. Through the Labs programme, we work with organisations to scale their programmes through three routes: government systems, in the non-state sector, and through a hybrid model, that is scaling in parallel through the government and non-state systems. We then support organisations to prepare strategies, identify partners, and build capacity for scale.

In the first cohort of the Labs programme, we are supporting participating organisations to achieve scale via each of these three routes. For instance, Gyan Shala has a validated programme for supporting learning in the government school system, which they are now adapting to test with a new target audience - in affordable private schools. Dignitas on the other hand is enhancing the reach of their capacity building tools for teachers using technology as a lever and through the government system.

Since one of our goals is to learn more about how scaling of education programmes happens, the Labs invite organisations looking to scale in any of the identified directions. By collecting and sharing evidence on their process, we will also stimulate other organisations in the GSF network to replicate models using the most appropriate pathways for their context.

WHAT ARE THE KEY INGREDIENTS OF SCALE?
There is very little evidence on why and how learning improves, what the best practices for scale are, and how to ensure learning outcomes are achieved at scale. The Impact at Scale Labs are an effort to solve these challenges. They are informed by an understanding of what is needed for promising education programmes to achieve scale.

The Labs programme is therefore guided by the following key ingredients of scale.

- **Engage deeply with the key ecosystem partners required for scale.** We help align solutions with government priorities, communicate through the system, and engage key counterparts in the delivery of the programme.
- **Make funding and support for scale as flexible as possible.** We target our funding and support at helping education innovations bridge the “valley of death”, where promising solutions often fail before achieving scale because of a lack of flexible funding support and guidance.
- **Invest in producing and sharing evidence.** We support organisations to test and document as many elements as possible at the early stage, leveraging data to provide feedback for improved design. We support organisations to measure and be sensitive to costs.

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* Larry Cooley and Johannes F Linn, 2014, Taking Innovation to Scale: Methods, application and lessons, Results for Development Institute. [Link](https://www.results4dev.org/taking-innovation-to-scale-methods-application-and-lessons)

Pathways to Scale Toolkit for shaping a pathway to scale – Exercise worksheets and examples, USAID. [Link](https://www.usaid.gov/country/pathways-to-scale-toolkit)
WHO WILL THE LABS WORK WITH THIS YEAR?

This year the Labs will focus on supporting promising, locally led organisations working to improve development and learning outcomes for children aged 0-6 years in Kenya.

We are looking to partner with childcare and early childhood education and development (ECED) organisations in Kenya who have a bold and definitive vision for scale and are looking to build demonstrable models that can be replicated nationally and regionally.

Supporting organisations working in Kenya provides an opportunity for deep-rooted and systematic change. As the childcare and ECED sector continues to dynamically evolve in Kenya, with new programmes and policies, strategic plans, and sectoral frameworks underway, the Labs are a pathway to establish catalytic partnerships between the government and non-state sector for service delivery at scale, as well as inform decision making at the national and local levels through evidence and learnings.

HOW DO WE DEFINE SUCCESS FOR THE PROGRAMME?

At the end of the programme, participating organisations will achieve the following:

- **Solid foundation for scale** including a tested and evidence-driven strategy, appropriate business models, and leadership capacity building for sustainability.
- **Evidence about their programme** for early years and a strong monitoring and evaluation (M&E) mechanism which will guide evidence-based decision making and lesson sharing.
- **Network to support their evidence and scaling journey** and one that will continue to grow with their membership at GSF. We work closely with each organisation to build vital relationships with government representatives, private sector implementers, and funders. The network also includes experts in learning, innovation, and scale.

Participating governments, scale partners and the wider GSF network will achieve:

- **Strengthened partnerships with the non-state sector** to improve delivery of childcare and ECED provisioning through tested models.
- **Lessons and actionable evidence on best practices** (i) to improve childcare and ECED in their context, and (ii) on policies and partnership modalities that are more conducive to scale up of childcare and ECED provisioning.
- **Strengthened ecosystem of practitioners and entrepreneurs** in their communities through in-depth mentorship, coaching support and networking opportunities provided.
**WHAT IS THE OVERALL JOURNEY FOR PARTICIPANTS?**

Through the selection process, a set of organisations will be selected to participate in the Impact at Scale Labs who will embark on a 1.5-year journey.

<table>
<thead>
<tr>
<th>APPLICATIONS &amp; SELECTION</th>
<th>ONBOARDING</th>
<th>PHASE 1: DESIGN, TEST, LEARN</th>
<th>PHASE 2: TEST, LEARN, SCALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>JULY-NOVEMBER 2023</td>
<td>DECEMBER 2023 - FEBRUARY 2024</td>
<td>MARCH 2024 - AUGUST 2024</td>
<td>SEPTEMBER 2024 - SEPTEMBER 2025</td>
</tr>
</tbody>
</table>

**APPLICATION PROCESS**
- Round 1 - online applications
- Round 2 - interviews with Investment Committee
- **Labs cohort selected**

**ONBOARDING**
- Meet and greet and assessment of participant needs and expectations
- Self-reflection, networking and learning through an action packed offsite
- **Action planning and defining milestones for Phase 1**

**PHASE 1: DESIGN, TEST, LEARN**
- Nurturing connections for scale partnerships
- Strengthening systems, processes, and capacity for scale up
- Evidence building and documentation
- **Defining milestones for Phase 2**

**PHASE 2: TEST, LEARN, SCALE**
- Solidifying partnerships for scale up
- Evidence building, documenting and sharing learnings with the wider community of entrepreneurs and policymakers
- **Embedded in the GSF member community with access to any follow-on support**

**IMPLEMENTATION OF ITERATED MODELS**
- Close coaching by GSF team and engagement with peers
- One-on-one consultations, workshops, and learning opportunities with thematic and functional experts
- Mentorship by Advisor(s)
Commit leadership and management team time for the early years programme: To ensure there is strong ownership of the process, the organisation leaders will be expected to commit time to the Labs, as agreed with GSF during the selection and onboarding stage, to orchestrate internal buy-in and external influence. They should be motivated by:
- Developing their programme for early years
- Embedding systems for scale and evidence-driven approaches in their decision-making through hand in hand work with coaches and mentors
- Identifying and building relationships with scale and strategic partners as per their identified pathway to scale

Thematic & functional experts: Including entrepreneurs, consultants, researchers, and practitioners who will support organisations on thematic areas in childcare and ECED (eg: health, safety, and nutrition) and functional areas (eg: evaluating outcomes in early years, financial modelling).

Advisory board: To provide mentorship on big picture thinking and strategic decision making and unlock connections for fundraising and partnerships for scale.

Peer network: Structured and closed-door group sharing sessions with other entrepreneurs in a similar context and an opportunity for scaled up organisations to share learnings and guide organisations in earlier stages.

WHAT DO WE EXPECT FROM PARTICIPATING ORGANISATIONS?

☑ Commit leadership and management team time for the early years programme: To ensure there is strong ownership of the process, the organisation leaders will be expected to commit time to the Labs, as agreed with GSF during the selection and onboarding stage, to orchestrate internal buy-in and external influence. They should be motivated by:
- Developing their programme for early years
- Embedding systems for scale and evidence-driven approaches in their decision-making through hand in hand work with coaches and mentors
- Identifying and building relationships with scale and strategic partners as per their identified pathway to scale

☑ Be willing to document and share learnings with the wider ecosystem: The programme seeks to embed an evidence-based decision-making process and a community of peer-to-peer learning. Evidence from the Labs will also be shared with policymakers, practitioners, and the wider GSF community. Therefore, we expect organisations to work with GSF and external experts on monitoring their own progress, and documenting and sharing learnings with ecosystem partners.
WHY EARLY YEARS IN KENYA?

Supporting children aged 0-6 years with the nurturing care and holistic development opportunities to be resilient to meet challenges is crucial to their healthy development and for improved economic outcomes. The overall goal of this sector in Kenya, as prescribed in Vision 2030, is to ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education. However, current efforts at scale by the government are focussed on provisioning for children between 3-5 years*

Non-state actors in this sector in Kenya are a vibrant community of organisations driving innovation and forming effective partnerships with the government for holistically servicing the needs of children in the early years. There are many locally led childcare and ECED programmes in Kenya that are ready for scale. However, achieving scale is challenging. This is because of a lack of flexible funding for implementation, limited support in the form of relationships with scaling partners such as governments and funders, and lack of a dynamic platform to share actionable evidence and learning. Promising entrepreneurs are left to reinvent the wheel in silos.

Global Schools Forum is in a unique position to address this challenge and build a strong pipeline of childcare and ECED organisations in Kenya, through the Impact at Scale Labs - Early Years programme. The programme seeks to identify and support locally led, childcare and ECED organisations serving children aged 0 – 6 years to improve their development and education outcomes, produce evidence, and animate a community of practice for shared learning with the wider education community of entrepreneurs, practitioners and policymakers.

* National Education Sector Strategic Plan for the Period 2018 - 2022 [Link]
**WHO CAN APPLY TO THE PROGRAMME?**

This table outlines the key requirements to be considered for the Impact at Scale Labs - Early Years in Kenya. Please ensure you read carefully and only proceed to the application if you meet **ALL** the criteria.

<table>
<thead>
<tr>
<th><strong>MEMBERSHIP</strong></th>
<th>You are a member of GSF’s community or are eligible and willing to join the GSF community.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROGRAMME BENEFICIARIES</strong></td>
<td>The ultimate beneficiary of the programme that you are applying for should be children aged 0-6 years (early years) in low-middle income communities in Kenya.</td>
</tr>
<tr>
<td></td>
<td>- You have evidence of progress of your programme for early years in Kenya and meet ONE of the criteria on the right.</td>
</tr>
<tr>
<td></td>
<td>- The Labs programme will support a greater number of organisations who have programmes serving 0-3 years, commensurate with the larger role of the non-state sector in provisioning for this age group.</td>
</tr>
<tr>
<td><strong>TYPE OF PROGRAMME</strong></td>
<td>Your services for early years meet ONE of the criteria on the right.</td>
</tr>
<tr>
<td></td>
<td>- Direct delivery through a childcare or ECED center, school, or a network of centers and schools.</td>
</tr>
<tr>
<td></td>
<td>- Support services to childcare or ECED centers and schools through (a) curriculum development and pedagogy solutions, (b) caregiver, teacher and school leader development support, (c) solutions for health, nutrition, safety and wellbeing of children, (d) technology for education, (e) parent and community engagement, (f) scholarships and aid, (g) monitoring and evaluation, assessments, etc.</td>
</tr>
<tr>
<td><strong>OPERATIONS IN KENYA</strong></td>
<td>You have evidence of progress of your programme for early years in Kenya and meet ONE of the criteria on the right.</td>
</tr>
<tr>
<td></td>
<td>- Your programme for early years has been operational for over 1 year in Kenya and you have evidence to demonstrate the impact of your programme.</td>
</tr>
<tr>
<td></td>
<td>- Your programme for early years has been operational in in any other country (ies) in Africa for over 1 year and you can demonstrate evidence of the impact of your programme and proof of progress for expansion in Kenya.</td>
</tr>
<tr>
<td><strong>CONSORTIUM</strong></td>
<td>Organisations are eligible to apply as a consortium, as long as they fulfill the following criteria.</td>
</tr>
<tr>
<td></td>
<td>- A maximum of two organisations can submit an application together;</td>
</tr>
<tr>
<td></td>
<td>- Each organisation can submit only one application;</td>
</tr>
<tr>
<td></td>
<td>- Each organisation should independently and collectively fulfill all the eligibility criteria;</td>
</tr>
<tr>
<td></td>
<td>- In the consortium, you are able to nominate one Lead Partner who receives and manages the grant from GSF;</td>
</tr>
<tr>
<td></td>
<td>- The objective for your consortium and roles of each partner should be clearly defined in the application.</td>
</tr>
<tr>
<td><strong>TEAM &amp; LEADERSHIP</strong></td>
<td>You have an experienced local programme leadership and team in place who has lived experience of executing programmes for early years in East Africa.</td>
</tr>
<tr>
<td><strong>TIME COMMITMENT</strong></td>
<td>The Impact at scale Labs is an intensive programme and requires time commitment from the senior leadership, programme leads and management. To be eligible for the programme, your organisation and programme leadership team must be willing to commit time to the Labs.</td>
</tr>
</tbody>
</table>

*Please note that individuals are NOT eligible to apply to the programme.*
**APPLICATION PROCESS**

Applications are open to both current GSF members and non-members who fulfill all criteria in the eligibility checklist. Applicants will be required to submit information on their programmes for early years through an online application (Round 1). Shortlisted candidates will be interviewed by a panel of experts, the Investment Committee (Round 2), who will make final recommendations on the top organisations. Please see a snapshot of the application process below.

<table>
<thead>
<tr>
<th>JULY-SEPTEMBER 2023</th>
<th>SEPTEMBER-OCTOBER 2023</th>
<th>OCTOBER-NOVEMBER 2023</th>
<th>NOVEMBER-DECEMBER 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Round 1: Online applications</strong>&lt;br&gt;Applicants submit responses to our online application form and upload relevant documents.</td>
<td><strong>Round 1: Application review</strong>&lt;br&gt;GSF team reviews applications and asks candidates for any further information. GSF informs shortlisted candidates.</td>
<td><strong>Round 2: Interview with Investment Committee</strong>&lt;br&gt;Shortlisted applicants meet the committee for a final interview</td>
<td><strong>Finalists selected</strong>&lt;br&gt;Selection and notification to finalists</td>
</tr>
<tr>
<td>- GSF membership application completed&lt;br&gt;- Eligibility questions for the Labs programme completed&lt;br&gt;- Selection questions completed&lt;br&gt;- Necessary documents uploaded</td>
<td>- Request for more information sent to applicants&lt;br&gt;- Round 1 scoring and shortlisting of applicants</td>
<td>- Interviews with a panel of experts in person or virtually</td>
<td>- Finalists shortlisted based on their applications and interviews</td>
</tr>
</tbody>
</table>

Applicants will get an opportunity to attend a Q&A session with GSF. Please register for the webinar [here](#).

Shortlisted applicants informed. Workshop with shortlisted applicants to prepare for interview.

Recomendations by the Investment Committee on finalists.

Finalists notified of selection.

Please note all applications need to be submitted through the application portal [here](#). No applications sent by email or any other channels will be accepted for evaluation.

**ROUND 1 - ONLINE APPLICATION PERIOD (JULY TO SEPTEMBER 2023)**

Through the first round of applications, we will assess the potential for catalytic impact of our partnership and the desirability of your programme for early years, including understanding the problem that you are trying to solve for, how contextually relevant is your programme to the ecosystem landscape in Kenya, if you are able to demonstrate credibility of your programme, and the replication or scale potential for your programme. The selection criteria includes specific questions and a document checklist to be submitted in round 1.
# Online Submission Process

## Review
- **Review the application pack for the Labs**
  - Determine your eligibility and review the requirements to apply before proceeding to the online portal.

## Apply
- **Apply on the online application portal**
  - Answer questions on eligibility. Fill out the application form, then upload any necessary documents.

## Submit
- **Review your application before submitting**
  - Conduct any final checks and submit your application.

## Online Submission Process for GSF Members

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>About GSF Membership</strong>&lt;br&gt;Learn about the GSF membership <a href="#">here</a>. Read the guidelines to apply to become a member as a <a href="#">school or school network</a>, or an <a href="#">intermediary organisation</a>.</td>
</tr>
<tr>
<td>2</td>
<td><strong>Submission Checklist</strong>&lt;br&gt;Collate documents to be submitted in your membership application, such as your organisation’s logo, signed <a href="#">Membership Agreement</a>, your organisation’s Child Protection and Safeguarding Policy, and two referees.</td>
</tr>
<tr>
<td>3</td>
<td><strong>Create Account</strong>&lt;br&gt;Start your application by creating an account <a href="#">here</a>.</td>
</tr>
<tr>
<td>4</td>
<td><strong>Complete Application</strong>&lt;br&gt;Fill out the application form. Please note that the application is not saved until you submit. Therefore, plan to fill the form in one go.</td>
</tr>
<tr>
<td>5</td>
<td><strong>Review &amp; Submit</strong>&lt;br&gt;Upload the required documents, review and submit. Reach out to your referees to intimate them to submit your references to GSF.</td>
</tr>
<tr>
<td>6</td>
<td><strong>Receive Confirmation Email</strong>&lt;br&gt;Save the submission email you receive and upload in your Labs application form.</td>
</tr>
</tbody>
</table>

## Online Submission Process for Non-Members

### Step 1: Apply to be a GSF member
- **Apply for GSF membership**
  - Submit your application for GSF membership as per the process above.

### Step 2: Apply for the Labs programme
- **Submit**
  - Review your application before submitting
  - Review the application pack for the Labs
  - Apply on the online portal [here](#)
  - Review your application before submitting
  - Conduct any final checks and submit your application.
ROUND 2 - ORGANISATIONS INTERVIEW WITH THE INVESTMENT COMMITTEE (OCTOBER TO NOVEMBER 2023)

The second round will aim to test the strength of the programme, including the present organisational capacity and leadership team, systems, and partnerships for scale. Shortlisted applicants will be invited to meet with a panel of experts in the Investment Committee, comprising of stakeholders in government departments, funders, entrepreneurs, and education leaders. We will aim to intimate applicants progressing to the second round at least two weeks in advance of the interviews. A meeting will be organised with the shortlisted applicants to share further details about the interview, including the structure and expectations from the applicants, and any other details.

FUNDING AMOUNTS

Organisations are invited to submit a funding application up to GBP 75,000. The application for funding should be made in alignment with the milestones you want to achieve over the next 1.5 years for your programme in early years, and the current funding gap for the same. The selection committee will assess funding applications, in tandem with the performance in Round 1 and Round 2, to determine:

- Coherence of your requested funding amounts with current needs and aspirations, organisation size and stage of growth, and evidence of progress and impact; and
- Opportunity to partner with your organisations for catalytic impact and improved access and development outcomes for children between 0-6 years.

During the onboarding process, the Labs team will work with the selected organisations to agree on the final grant amounts, refine organisation milestones, prepare an action plan to achieve these, and agree on disbursement timelines based on your budgets and milestones.

SELECTION CRITERIA

The below framework, adapted from the IDEO Desirability-Viability-Feasibility (DVF) framework, will be used to inform selection and support of organisations in the Labs in both stages of review.

<table>
<thead>
<tr>
<th>DESIRABILITY</th>
<th>VIABILITY</th>
<th>FEASIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem-solution fit</td>
<td>Sustainability of programme</td>
<td>Operational capacity, resources, and partnerships</td>
</tr>
<tr>
<td>Able to assess and define problem statement that is being addressed through their programme</td>
<td>Demonstrates understanding of current business model and identifies channels for sustainability</td>
<td>Organisational capacity to deliver, including team structure and composition, processes, internal systems, and operational partnerships</td>
</tr>
<tr>
<td>Contextual fit</td>
<td>Partnerships</td>
<td>Team &amp; leadership</td>
</tr>
<tr>
<td>Understands beneficiaries' segments, demonstrates alignment with the external environment, and identifies value add in the sector</td>
<td>Recognises the importance of co-creation and engages with strategic and technical partners in a meaningful way</td>
<td>Alignment with organisation's vision, commitment of key management and governance</td>
</tr>
<tr>
<td>Scale (Replication) potential</td>
<td>Data maturity</td>
<td>Data maturity</td>
</tr>
<tr>
<td>Demonstrates vision for scale and achievable milestones and pathways to scale</td>
<td>Recognises the importance of data processes and development of internal data usage to continuously iterate on programme</td>
<td>Embeds culture and leadership of data usage and building internal skills for data management</td>
</tr>
<tr>
<td>Credibility of solution</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Clearly defines measures of programmatic success and has a tested model in a community</td>
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</tbody>
</table>
In the first round of online applications, a higher weight will be given to parameters under ‘Desirability’, to understand fitment of your solution and the opportunity for catalytic impact through participation in the Labs programme. We do not expect applicants to score highly on all dimensions. The application process is an opportunity for us to engage with organisations, understand existing challenges and determine potential areas of support through the programme. More details on the selection questions can be found in Annex 1.
## ANNEX 1

### Selection Framework

#### ROUND 1 - SELECTION QUESTIONS AND EXPECTED ATTRIBUTES

<table>
<thead>
<tr>
<th>ELEMENTS</th>
<th>ONLINE APPLICATION QUESTIONS</th>
<th>EXPECTED ATTRIBUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXECUTIVE SUMMARY</strong></td>
<td>Please provide an Executive Summary that introduces readers to your organisation and programme for childcare (0-3 years) and/or early learning and development (4-6 years).*</td>
<td>This section is not scored but will provide reviewers and other audiences with an overview of your programme. Focus on setting the stage for your programme’s work in Kenya, your vision and intended outcomes, and challenges to achieve these.</td>
</tr>
<tr>
<td><strong>GEOGRAPHIC FOCUS</strong></td>
<td>If your programme is not operational in Kenya presently, please share your programme plans, motivation and progress till date to expand in Kenya, including uploading any evidence of progress or partnerships (such as MoUs).*</td>
<td>This year the Labs programme will work with organisations who have focussed programmes targeting early years education and development for children aged 0-6 years in Kenya. Please note, we will not evaluate your application if you are not able to demonstrate any progress for your programme for early years in Kenya.</td>
</tr>
</tbody>
</table>
| **CONSORTIUM** | If applying in a consortium, include details about how and why the collaboration between organisations was formed for this application, detail the roles of each partner, and how you intend to work together. | • Maximum of two organisations can submit an application together.  
• Each organisation can submit only one application.  
• Each organisation should independently and collectively fulfil all the criteria in the eligibility checklist.  
• In the consortium, you are able to nominate one Lead Partner who receives and manages the grant from GSF.  
• The objective for your consortium and roles of each partner should be clearly defined in the application form. |

* Indicates compulsory information
## SECTION B: OPPORTUNITY FOR CATALYTIC IMPACT (25%)
A minimum score on this section is needed to qualify for the programme.

<table>
<thead>
<tr>
<th>ELEMENTS</th>
<th>ONLINE APPLICATION QUESTIONS</th>
<th>EXPECTED ATTRIBUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support expected from the Labs</strong>&lt;br&gt;250 words&lt;br&gt;10 marks</td>
<td><strong>Tell us why you are applying to the Labs programme.</strong>&lt;br&gt;What are the challenges you have faced in scaling your programme? What are your expectations from the Labs and what do you hope to achieve through this journey of 1.5 years? How can the Labs support you to unlock channels for sustainability of your programme in the early years in Kenya?*</td>
<td>• Organisations value and will benefit from the technical expertise, network building, and peer learning opportunities from the Labs.&lt;br&gt;• The support from the Labs will be able to help improve sustainability of their programme for early years and access to additional funding.</td>
</tr>
<tr>
<td><strong>Clarity in programme budget and effort to bridge funding gap</strong>&lt;br&gt;300 words&lt;br&gt;5 marks</td>
<td><strong>What is the overall budget of your programme for early years in Kenya (GBP)?</strong>&lt;br&gt;What is the current funding that has been secured for the programme till date (GBP)? What is your requested amount of funding from GSF (GBP)?&lt;br&gt;Total requested amount from GSF can not exceed GBP 75,000.Offer a general overview of how your team would use the requested amount, including the projected needs by category (Eg: Programme costs, M&amp;E, Capacity building, Sub-grants, Indirect costs etc.)&lt;br&gt;Should you be selected as a finalist, you will have the opportunity to work closely with GSF to provide a more detailed budget.*</td>
<td>There is clarity in programme budgets and organisations have made efforts to bridge the funding gap to achieve milestones for their programme for early years.</td>
</tr>
<tr>
<td><strong>Robustness of milestones to help achieve scale</strong>&lt;br&gt;350 words &amp; attach file&lt;br&gt;10 marks</td>
<td><strong>Please outline the year-wise milestones to be achieved using the funding from the Labs.</strong>&lt;br&gt;How are these milestones catalytic to advancing your programme in Kenya?*</td>
<td>• Milestones are realistic to be achieved using the grant amount applied for and other sources of funding secured/pursued.&lt;br&gt;• Milestones are bold, definitive, and have the potential to advance the programme to achieve scale.</td>
</tr>
</tbody>
</table>

* Indicates compulsory information
## SECTION C: DESIRABILITY, VIABILITY, FEASIBILITY OF THE PROGRAMME FOR EARLY YEARS (75%)

<table>
<thead>
<tr>
<th>ELEMENTS</th>
<th>ONLINE APPLICATION QUESTIONS</th>
<th>EXPECTED ATTRIBUTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DESIRABILITY</strong></td>
<td></td>
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</tbody>
</table>
| Problem-solution fit | Describe the specific problem that you are solving for children in the age group of 0-6 years in your current context and new context (in Kenya). What is the extent (and size) of this problem? * | • Organisation has a clear understanding of the specific problem statement and extent of the problem in their current context and new context (in Kenya).  
• There is scope for the organisation to scale their programmes given the extent (or size) of the problem in Kenya. |
| 250 words | How do you solve the stated problem? Describe your programme for early years in detail, including highlighting programmatic components that address the needs of children in the 0-6 years age group. For reference, the Nurturing Care Framework highlights five components of good programming for early years. What makes your programme equipped to ensure that it fulfils children's holistic needs in the early years and creates opportunities for transition to schooling? * | • The described programme has the potential to effectively solve the stated problem.  
• Organisation demonstrates an understanding that childcare and ECED encompasses various developmental and educational elements and has incorporated these elements holistically within their model or demonstrates progress of building up their models in its plans to scale. |
| 350 words | | |
| Contextual fit | Who are the direct and indirect beneficiaries of your programme? Please provide us with a background on the age, socio-economic and demographic indicators of the beneficiaries that your programme for early years reaches. Mention any provisions to reach hard-to-reach communities, including children with special needs. * | • Organisation is aware of the existing disparities (socio-economic, children with special needs, geographic etc.).  
• Organisation has put in place mechanisms to intentionally address different types of disparities. |
| 200 words | How does your programme for early years align with the external environment in Kenya, thereby laying the foundation for sustained impact? You can talk about alignment of your programme with the social and cultural context, government policies, strategic plans of key partners such as funders etc. or the agility to be able to align your programmes to the external context. * | • Organisation demonstrates awareness of the context and landscape of childcare and ECED in Kenya.  
• Organisations has in-built systems that demonstrate agility to adapt their programmes to the external environment. |
| 5 marks | | |
| Contextual fit | | |
| 250 words | Please share evidence demonstrating the results of your programme and the current reach of your programme for the early years (0-6 years) in terms of number of direct and indirect beneficiaries? Evidence can include formal or informal studies, observations, and other indicators of change as defined by your community. * | • Organisation has been able to reach a substantive number of direct and indirect beneficiaries to establish proof of concept.  
• Organisation demonstrates clarity on how they define success of their programme and are able to support this with some evidence. |
| 250 words & attach file(s) | | |
| 10 marks | | |

* Indicates compulsory information
## Scale potential

**350 words**  
**10 marks**

**Online Application Questions**

What is your vision to scale your programme in Kenya?  
Scale is defined in section 2 of the application pack.  
Why do you believe your programme has the potential to scale? What is the pathway to scale your programme?  
Eg: through partnerships with government, through technology or any other levers.*

**Expected Attributes**

- Organisation demonstrates ambition in its vision to scale.  
- Organisation is able to identify a reasonable pathway(s) to scale its programme.  
- The vision effectively ties back to the milestones identified by the organisation before.

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## Partnerships

**350 words**  
**10 marks**

**Online Application Questions**

How do you partner with critical stakeholders in co-creation, delivery, and scale-up of your programme?  
Tell us about the purpose and stage at which these partnerships currently stand.*

**Expected Attributes**

- Organisation recognises the importance of co-creation and community/parent involvement.  
- Organisation actively employs efforts or has a plan to engage crucial stakeholders in a meaningful way.  
- Organisation has defined partnerships for their programme which will help in scale-up.

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## Sustainability of programme

**250 words**  
**5 marks**

**Online Application Questions**

We would like to understand your business model and plan for financial sustainability for the early years programme. Tell us more about:  
- What is your programme's business model and per beneficiary costs?  
- How many paying customers do you currently have for the programme?  
- What is the current financial surplus or deficit per annum for the programme?  
- What is your path to financial sustainability for the programme?*

**Expected Attributes**

- Organisation demonstrates understanding of their business model and current costs.  
- Organisation has a plan to achieve financial sustainability and is able to identify channels for achieving sustainability.

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## Leadership and team

**250 words & attach file(s)**  
**15 marks**

**Online Application Questions**

Please upload CVs of 2 - 4 key staff (ideally the Organisation Head, Programme Lead and Manager) who will be responsible for achieving the milestones identified before.  
Describe the team’s capacity and motivation to engage with the Impact at Scale Labs. How do you ensure collaboration among central leadership, programme design and delivery teams?*  
If you currently don't have programme leadership and staff in Kenya, demonstrate that you have a clear plan to develop the right capabilities, experience, and commitment to execute your project in Kenya to meet your identified milestones shared above.*

**Expected Attributes**

- The organisation and programme leadership team are strong and has credible experience and motivation to execute the programme for early years and achieve their envisioned milestones.  
- The organisation and programme leadership team demonstrate sufficient motivation and capacity to engage with the Impact at Scale Labs.  
- Organisation has a robust programme leadership and execution team on the ground in Kenya OR Organisation has made progress in securing a robust programme leadership and execution team on the ground in Kenya.  
- There is a defined organisation structure and mechanisms to collaborate among team members.

* Indicates compulsory information
**DOCUMENTS TO BE UPLOADED ALONG WITH YOUR APPLICATION**

**Necessary documents**
- If your programme is not operational in Kenya presently, please upload evidence of progress till date to expand in Kenya, including uploading any evidence of partnerships or mobilising teams in Kenya.
- CVs of 2-4 key staff who will be responsible for achieving the identified milestones and will engage with the Labs programme.

**Optional documents**
- Organisation and programme team structure.
- Evidence demonstrating the results of your programme including formal or informal studies, observations, and other indicators of impact.
- Project plans and milestone tables.
In 2022, GSF launched the first cohort of Impact at Scale Labs focussed on supporting innovations working on learning loss recovery post COVID-19. The programme is currently supporting 3 selected education innovations of an application pool of 51 organisations, with funding and tailor-made offer over 2.5 years, to refine their programmes for meaningful impact and scale in the communities that they work in. The three finalists received flexible funding of USD 100,000 each, and dedicating coaching and expertise through an extensive and diverse network of education leaders, funders, and specialists. Our support includes:

- Regular coaching and brainstorming sessions with a set of dedicated GSF coaches who help organisations draw up action plans, navigate challenges, pull in resources and experts, and make connections.
- A set of 6 experts serve as the Advisory Committee for each organisation and provide them with ongoing feedback, guidance, and connections to strengthen and scale their programmes.
- A pool of consultants curated by GSF who were engaged for one-on-one sessions and workshops to support organisations based on their individual needs. These included experts in the fields of business modelling, M&E, learning scientists etc.
- During the programme offsite and virtually, the GSF team organised informal meet-ups with funders including Hilton Foundation, LGT VP, Renew Capital, and practitioners including Kidogo, Educate! Brookings, Youth Impact and TARL Africa to provide opportunities to learn and network.

We have received encouraging feedback from the three participating organisations

- 100 percent of participating organizations used the scale-up tools provided by GSF and rated the quality and usefulness of the tools as 8/10.
- Participants rated their overall level of satisfaction with the activities of the Impact at Scale Labs over the last quarter as 9.2/10.

During this quarter, participating organizations achieved key milestones on their paths to scale.

- Dignitas launched its strategy document outlining their strategic vision for bringing its innovation to more students.
- Gyan Shala started developing its theory of change with a robust MEL framework and also implementing the framework to partner with schools.
- Sabre Education began the development of a scoping study that will help identify the strategies to address the bottlenecks existing in the markets of operation.
The GSF Team

Aashti Zaidi Hai
Founder & Chief Executive Officer

Alina Lipcan
Director

Candice Osman
Team Administrator

Habeeb Kolade
Manager, Innovation

Kavita Rajagopalan
Director

Kiran Sahib
Senior Manager, Innovation

Lucas de Jesus
Senior Associate, Innovation

Mercy Karumba
Associate, Community

Peter Colenso
Senior Advisor

Philippa Frankl
Director, Operations

Poornima Kharbanda
Manager, Innovation

Priyanka Upreti
Manager, Evidence Hubs

Santiago Ortiz-Correa
Associate, Monitoring, Evaluation & Learning (MEL)

Stephanie Mason
Manager, Community

Stephen Jobling
Manager, Communications

Ursula Hankinson
Senior Manager, Monitoring, Evaluation & Learning (MEL)

Zoe Shepherd
Associate, Operations & Programme
Our Board

Corina Gardner
Executive Director, IDP Foundation

Harry Anthony Patrinos
Practice Manager - Education, World Bank Group

Nirav Khambhati
Board Chair & Managing Partner, Kaizenvest

Pablo Jaramillo
CEO, Alianza Educativa

Paul Skidmore
Founder & CEO, Rising Academies

Stacey Brewer
Co-founder & CEO, SPARK Schools

Vongai Nyahunzvi
Board Vice Chair & Chief Network Officer, Teach for All

Zia Akhter Abbas
Executive Vice President, The Citizens Foundation
Our Support Network

Aman Bhaiya
AVP & Program Head (Founding Member), SBI Foundation

Dr Asyia Kazmi
Global Education Policy Lead, Bill & Melinda Gates Foundation

Ciku Wanjiku
Kenya Country Lead & Innovation Manager, Ed Tech Hub

Diana Mwai
Program Director, Educate!

Harmik Wilkho
Founding Partner, BecauseYOU

Ian Attfield
Kenya Country Lead & Innovation Manager, Ed Tech Hub

John Gougoulis
Director, Yanos Education Consultancy

Dr Julie Bélanger
Director, Better Purpose

Kigen Chelimo
Principal, Open Capital Kenya

Krista Davidson
Executive Director, Injini Africa’s EdTech Accelerator & Think Tank

Marion Smallbones
Lead Advisor, Insights and Innovation

Maud Seghers
Global Strategic Education Advisor, VVOB – Education for Development

Meera Tendolkar
Director of Math Content & Training, Pratham Education Foundation

Nirav Khambhati
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Sonia Guerriero
Senior ECD & Education Specialist, UNESCO

Stephen C Opuni
Country Director, IDP Foundation Ghana

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Co-founder & Director Of Education, Evidence Based Education

Swati Kumari
Associate Principal, Sattva Consulting
For any questions or assistance, please contact us at labs@globalschoolsforum.org.