



Vibrant Schools. Thriving Children.



**DIGNITAS**

— dignity through education —

# Vibrant Schools. Thriving Children.



Education is in crisis, and staggering numbers of children are not enjoying their right to education. Many children are in school but not learning, with the global learning crisis worsened by the COVID-19 pandemic: **9 out of 10 ten-year-olds in our region are unable to read and comprehend a simple sentence.** Evidence from Kenya highlights that **50% or less of our Grade 4 learners can do Grade 3 literacy or numeracy tasks.** The time to act is now, with urgency, informed by evidence of what works, and with a focus on ensuring every child gets the education they deserve.

In response, our 2023-2028 strategic plan is aspirational, and sets audacious goals that build on the progress and impact we've seen over the last few years.

From partnering with just 21 schools per year in 2017, Dignitas grew to partner with 320 schools in 2021. By 2022, Dignitas had impacted the learning of at least 242,000 children from Kenya's most under-resourced, marginalised communities, establishing measurable gains in learning.

With our flagship, award-winning, program *Stawisha Instructional Leadership Institute* as the foundation, our team have re-imagined school leadership, extended impact into public schools, developed a globally recognised digital training and coaching toolkit, and launched at-scale research projects for system strengthening in collaboration with government partners. *Stawisha* has also birthed new Dignitas programs, including those that focus on local system leaders and school leader supervisors, and programs designed to address persistent education challenges with school leaders as the critical agents of transformation; addressing gaps in early years learning, nurturing gender transformative schools, and support for learning recovery with a focus on foundational literacy and numeracy,

Our work has been recognised by WISE, HundrED, World Bank, and Global Schools Forum; and has been featured in multiple publications including those of RELI, IREX, Global School Leaders, Education Commission, Diplomatic Courier, NFER, and *humans who play* to name but a few.

We remain undeterred in our vision to ensure all children have the opportunity to attend vibrant schools where they can gain the skills and strength of character they need to thrive and succeed, and we have set bold, ambitious goals for the next five years that will see Dignitas make a significant contribution to transforming education in Kenya and beyond.

Our new strategy, intended to guide our work through 2028, has three pillars - *Program Evidence and Impact*, *System Strengthening*, and *Sustainability and Growth*. We believe that a focus on these three pillars will allow us to achieve critical long term outcomes *alongside* government actors, school leaders, and teachers; and *for* children that will help to resolve the current learning crisis by ensuring *Vibrant Schools and Thriving Children*.



# 2023-2028: Vibrant Schools, Thriving Children



## 3 Strategic Pillars



## 8 Action Areas

- School Partnerships
- Student Support
- Research and Evidence
- Government Engagement
- VoICE
- Alumni Learning Champions
- Networks
- LeadNow

## 5 Key Outcomes

- School Leaders will be better supported by the systems in which they work.
- Increased accountability and collaboration between school leaders and their supervisors for school improvement.
- Increased attention to and action for the role of School Leaders, and quality education for marginalised learners
- Improved learner outcomes for children in foundational learning and 21st century skills.
- School Leaders and Teachers improve their competency and practice in ways proven to strengthen learning.

Vision

A world in which all schools are vibrant places for children to develop the skills and strength of character to thrive and succeed.

Mission

Empower educators through leadership development and instructional coaching, to transform their schools, and opportunities for the next generation.

# 3 Strategic Pillars: 2023-2028

Program Evidence & Impact

System Strengthening

Sustainability & Growth

By 2028:

- 2,000,000 Children
- 16,000 School Leaders
- 6,500 School Partners
- 3 Countries
- 1,750 Alumni Members
- 200 Peer Facilitators
- 100 Model Schools

## Action Areas

Government Engagement

VOICE

School Partnerships

Student Support

Alumni Learning Champions

LeadNow

Research & Evidence

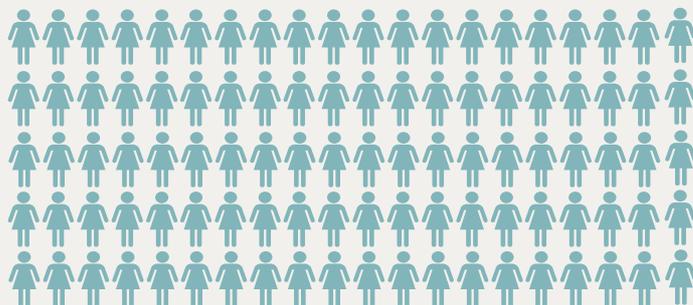
Networks



2008-2018: Dignitas reached 21,040 children



2018-2022: Dignitas multiplied impact **x10**, reaching a further 221,745 children

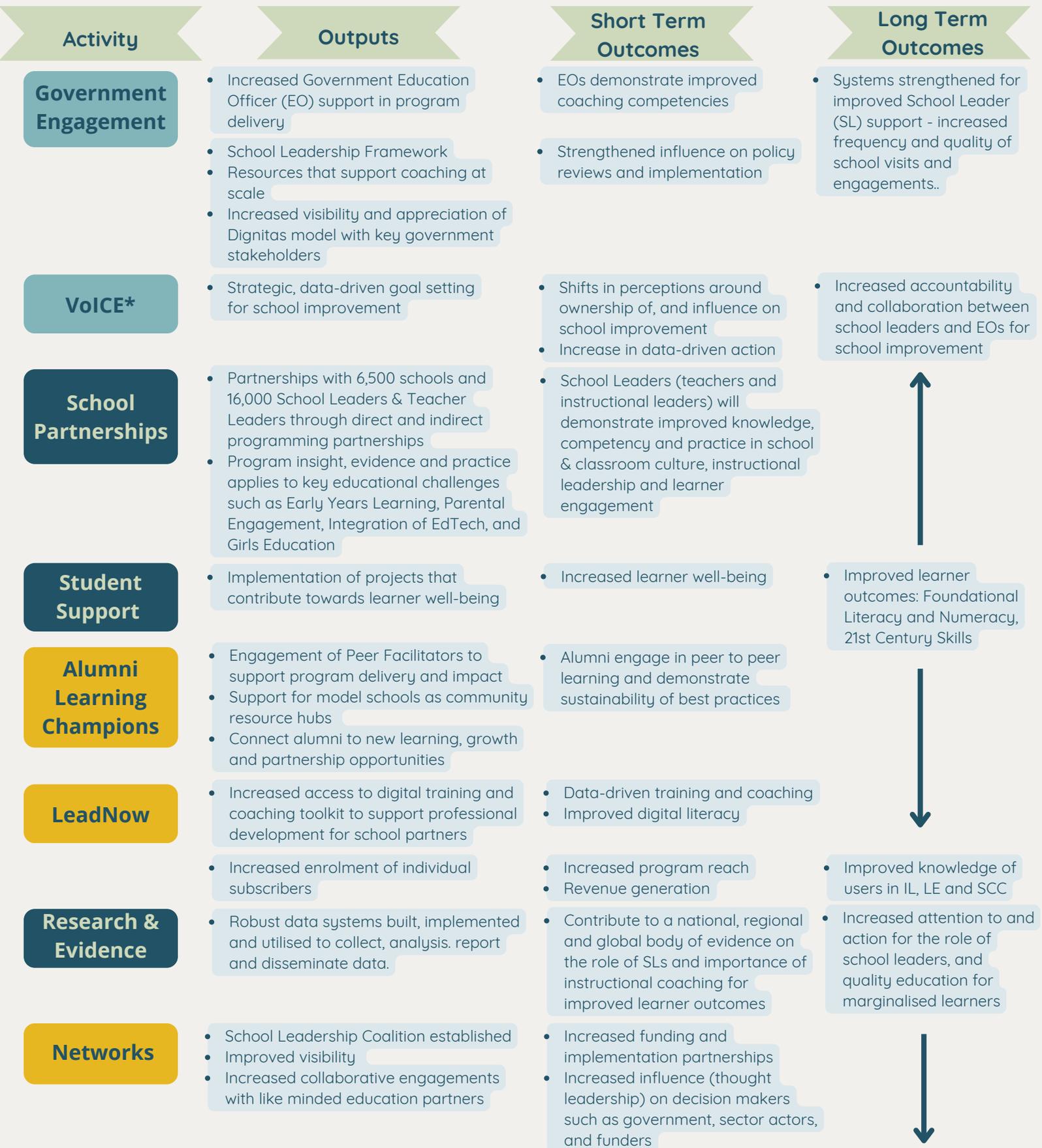


2023-2028: Dignitas intends to reach a further 2,000,000 children, multiplying impact **x10** again



# Theory of Change

Based on evidence gathered, consultation with key stakeholders, and our rich experience over the last 15 years, we believe that a focus on the following action areas will help us to create significant long term change.



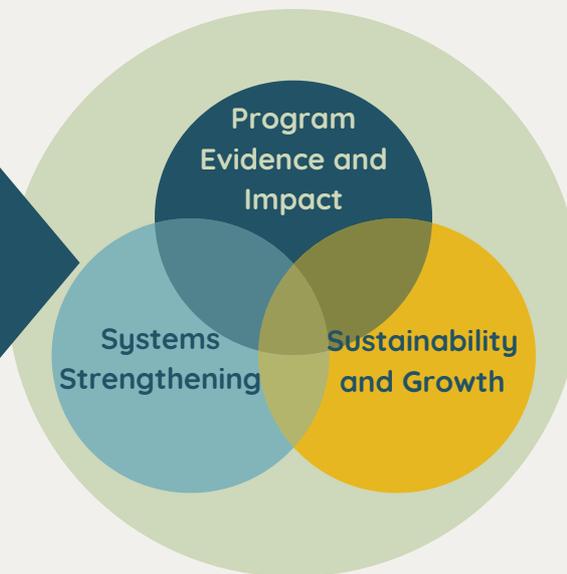
\*VoICE - Valuing our insights, collaboration and evidence.



# Strategic Enablers

- ✓ Strategic Partnerships (Funding, Implementation)
- ✓ Alignment with Government
- ✓ Data and Evidence
- ✓ Dignitas' GIVES Framework for growth

**Strategic Foundation:  
Organisational Resources,  
Systems, and Capabilities**



## Value-driven Impact



We are passionately purpose-driven



We co-create solutions with schools, communities, and system actors



We find joy in our work, our team, and our communities



We are always listening and learning



We found partnerships in trust and transformative impact



Dignitas is committed to impacting the education of 2,000,000 children by 2028, by supporting 16,000 School Leaders to learn, thrive and grow; so that 6,500 School Partners can be vibrant places for all children to thrive and succeed.

Our award-winning training and coaching support for School Leaders drives shifts in Leadership Practice and Classroom Practice that transform teaching and learning.

Our strategy represents Dignitas' vision to transform education. Each action area is a commitment to our partners, donors, school leaders and children.

We commit to turn schooling into learning...

**School Partnerships**

...in partnership with communities,

**Government Engagement**

...and collaboration with key stakeholders,

**Research and Evidence**

...informed by data,

**LeadNow**

...and embracing technology.

**VoICE**

We will actively listen,

**Student Support**

...and support the most vulnerable,

**Alumni Learning Champions**

...leaving no passionate, trained educator behind

**Networks**

We are committed to sharing insight, evidence and expertise across the sector.





Join us to ensure every child gets the excellent education they deserve.

Vibrant Schools. Thriving Children.  
2023-2028



dignitasproject



dignitasproject

info@dignitasproject.org  
www.dignitasproject.org  
+254 (0) 738 244670



dignitas\_Kenya



**DIGNITAS**  
— dignity through education —