**Knowledge hub
-
Collection of best practices**

Summary of the best practice

1. Title of the best practice (e.g. name of policy, programme, project, etc.) *

Reprograma

2. Country or countries where the practice is implemented *

Brazil

3. Please select the **most relevant** Action Track(s) the best practice applies to *

- ☑ Action Track 1. Inclusive, equitable, safe, and healthy schools
- ☐ Action Track 2. Learning and skills for life, work, and sustainable development
- ☐ Action Track 3. Teachers, teaching and the teaching profession
- ☐ Action Track 4. Digital learning and transformation
- ☐ Action Track 5. Financing of education

4. Implementation lead/partner organization(s) *

Reprograma, a non-profit social impact institution in Brazil operating since 2016.

5. Key words (5-15 words): Please add key descriptive words around aims, modalities, target groups etc. *

Digital skills, women, indigenous, transgender, mentorship, gender, gender inequality

6. What makes it a best practice? *

Reprograma is the only programme in Brazil offering free computer programming training, mentorships, and industry links for marginalized and low-income women with a focus on Black, indigenous and transgender girls and women – the most marginalized and historically underrepresented groups in IT. The programme is building these women's skills, networks and knowledge to successfully engage in the fast-growing digital economy and become financially independent. It addresses how social markers of race, class, gender and sexuality intersect and compound inequalities, and aims to transform girls', women's and IT industries' mindsets. Reprograma was pioneering, offering the first online learning modality and now the first online hiring platform, bringing together companies and graduates. Reprograma is not only addressing Brazil's IT gap but contributing to a more diverse tech sector, with the participation of skilled black, indigenous and transgender women.

Description of the best practice

7. Introduction (350-400 words)
   This section should ideally provide the context of, and justification for, the practice and address the following issues:
   i) Which population was affected?
   ii) What was the problem that needed to be addressed?
   iii) Which approach was taken and what objectives were achieved? *

   Brazil is the country in Latin America with the greatest skills shortage in the booming technology sector. According to a national household survey in 2015, women make up only 20% of Brazil's IT workforce.

   Reprograma aims to close this gap by building low-income and marginalized women's skills, networks and knowledge so that they can successfully engage in the fast-growing digital economy and become financially independent. The programme has a particular focus on the inclusion and empowerment of black, indigenous and those identifying as non-white, transgender, and unemployed women.

   The programme is delivered through an 18-week course which follows an in-house-developed curricula which is customized to the reality of the beneficiaries and market reference partners, with separate programmes for adolescent girls and women.

   Reprograma alumna also contribute to the programme as mentors and professors that teach in other bootcamps and schools, creating a spillover effect through their inclusion mentality and passion for getting diverse women into tech. The programme has also been integrated into other coding schools including Digital House, Tera, MasterTech in Brazil.

   Over 1,000 women have graduated from the programme, with a 96% completion rate in the face-to-face programmes and a 90% completion rate in the online programmes. More than 8,00 women have also been reached through awareness raising activities aiming to change the mindsets of women about tech and their place in the sector.

   Reprograma's speed hiring platform (the first of its kind in Brazil) links Reprograma graduates to IT companies with great success. For example, the program has seen an 80% employment rate for students who have completed training as front-end developers.

   Reprograma graduates report a significant improvement in their employability. As the job market is expanding and there is a lack of qualified labor, the possibilities of professional insertion and performance after completing the courses are real and very promising.

8. Implementation (350-450 words)

Please describe the implementation modalities or processes, where possible in relation to:

i) What are the main activities carried out?

ii) When and where the activities were carried out (including the start date and whether it is ongoing)?

iii) Who were the key implementation actors and collaborators? (civil society organizations, private sector, foundations, coalitions, networks etc.)?

iv) What were the resources needed (budget and sources) for the implementation?

   *

Reprograma's activities have been delivered since 2016 and include: bootcamps, mentorship with industry partners, hackathons, workshops, industry meetups and an online platform to connect Reprograma graduates with industry partners. Over 23 18-week bootcamps have been held, all of which followed a curriculum developed in-house and customized to the reality of the beneficiaries as well as market reference partners. The programme is ongoing.

Reprograma is the only programme in Brazil offering free computer programming training, mentorships, and industry links for women from marginalized or low socio-economic backgrounds with a particular focus on Black, indigenous and transgender girls and women – the most marginalized and historically underrepresented groups in IT. All participants are high-school graduates, with a minority having community college or university degrees. For example, many beneficiaries are mothers who have been out of the job market for over ten years and are looking to "re-invent" themselves and return to the labor force.

Over 1,000 women have graduated from the programme, with a 96% completion rate in the face-to-face programmes and a 90% completion rate in the online programmes. Speed hiring events are offered at the end of each course where tech companies are connected to Reprograma graduates. Reprograma is also the first organization to offer an online hiring platform to bring together companies and graduates.

Additional partners supporting Reprograma's work financially, technically or through in-kind contributions (e.g., mentors, space, online tools, scholarships) include: Google, Accenture, Estação Hack from Facebook, IBM, Microsoft, Thoughtworks, Nubank, Mercado Livre, Creditas, XP Link among others.

Fees from companies seeking graduates cover around 80% of Reprograma's total operational costs, offering a sustainability model. Reprograma believes that companies who are looking to diversify their teams and to bring in more women should cover the costs (either partially or fully) of their programme. This model is offering financial sustainability and enabling Reprograma to consider further expansion in other regions of Latin America.

The annual cost for implementing the programme is: USD 280 000. There a four full-time staff supporting the programme including an Operations Coordinator and two Facilitators (all Reprograma alumni) as well as 4 part-time staff. In addition, Reprograma works with 65 professors (30% of which are Reprograma alumni).

The programme has been awarded the IBM Volunteer Excellence Award, and the UNESCO Prize for Girls' and Women's Education, and grants from Google through the Google.org Impact Challenge for Women and Girls, Facebook, Adesampa (São Paulo Municipality), Caelum, among others.

9. Results – outputs and outcomes (250-350 words)
   To the extent possible, please reply to the questions below:
   i) How was the practice identified as transformative? (e.g., impact on policies, impact on management processes, impact on delivery arrangements or education monitoring, impact on teachers, learners and beneficiary communities etc.);
   ii) What were the concrete results achieved with regard to outputs and outcomes?
   iii) Has an assessment of the practice been carried out? If yes, what were the results? *

The programme is transformative as it:
• Recognizes how social markers of race, class, gender and sexuality intersect and compound inequalities, and takes action to overcome these, in particular for Black, indigenous and transgender women in Brazil – who are the least represented groups in IT.
• Offers a training curriculum customized to the realities of beneficiaries, and the labour market in a learning environment where students (many coming from challenging and unsafe situations) feel protected and safe
• Creates a pool of talent, drawing on Reprograma graduates to be professors, technical partners who support the continuity and sustainability of the programme and "pay it forward".
• Supports graduates into employment by partnering with companies in the private sector through the hosting of an online platform that links trained women to employment opportunities as well as through regular speed hiring events for new graduates.
• Transforms girls and women's mindsets as well as empowering the IT industry to support inclusion, diversity and gender equality, reducing the gender and diversity gap in Brail's tech sector through including the upskilling and employment of women who otherwise would not have had the opportunity to train in IT including indigenous, Black and transgender women.

Reprograma contributes to the 2030 Agenda, specially to the SDG 4 on inclusive, equitable quality education and lifelong learning and SDG 5 on gender equality and girls' and women's empowerment. It does so by enhancing the use of enabling technology, in particular information and communications technology, to promote the empowerment of women who do not have access to affordable educational programmes that address the barriers they face to get into STEM fields.

The results achieved so far include: The delivery of 23 18-week bootcamps, training over 1,000 women, with a 96% completion rate in the face-to-face programmes and a 90% completion rate in the online programmes.

Reprograma's Net Promoter Score (given by graduates) to the course is 10 out of 10. Feedback from participants include (full names not provided to protect privacy):
• Priscilla: "I am a Reprograma graduate, cohort 8. It was one of the best things that ever happened to me. I had no life purpose, today I do. I was unemployed, today I have a job. I had no visibility whatsoever...guess what? Today I do. I am so thankful for everything. It was not just a course, it was a preparation for life, and better yet, with amazing women".
• Luiza: "Reprograma was my door of entry to technology - as a transgender woman, I was a cook for several years so as not to become a prostitute". Luiza is now working as an Assistant Programmer at Idwall.
• Renata: "Reprograma was a turning point in my life. Unemployed and mother of two, I travelled from Rio, leaving my family to participate in the programme". She is now working as a Front-end Developer at Grito Comunicacao.

Reprograma's speed hiring platform which links IT companies to Reprograma graduates (the first

of its kind in Brazil) has also led, for example, to an 80% employment rate for those graduating as front-end developers. Reprograma graduates report seeing a huge improvement in their employability. As the job market is expanding and there is a lack of qualified labor, the possibilities of professional insertion and performance after completing the courses are real and very promising.

Reprograma is currently aiming to scale up the programme to reach low-income and marginalized women in other Latin American countries (Colombia, Mexico and Peru).

10. Lessons learnt (300 words)
    To the extent possible, please reply to the following questions:
    i) What were the key triggers for transformation?
    ii) What worked really well – what facilitated this?
    iii) What did not work – why did it not work? *

Reprograma is the only programme in Brazil offering free computer programming training, mentorships, and industry links for Black, indigenous and transgender girls and women – the most marginalized and historically underrepresented groups in IT.

The triggers of transformation:
• The programme is building socially vulnerable women's skills, networks and knowledge to successfully engage in the fast-growing digital economy and become financially independent.
• It recognizes how social markers of race, class, gender and sexuality intersect and compound inequalities, and takes action to overcome these, in particular for Black, indigenous and transgender women in Brazil – who are the least represented groups in IT.
• Its training curriculum is customized to the realities of beneficiaries and the labour market while offering a learning environment where students (many coming from challenging and unsafe situations) feel protected and safe.
• It is pioneering, offering the first online learning modality in Brazil for coding, and now the first online hiring platform, bringing together companies and graduates.
• Reprograma is not only addressing Brazil's IT gap but contributing to a more diverse tech sector, with the participation of skilled black, indigenous and transgender women.
• Creates a pool of talent, drawing on Reprograma graduates to be professors and technical partners who support the continuity and sustainability of the programme and "pay it forward thus further amplifying its impact.
• Supports graduates into employment and financial independence through speed hiring events at the end of each programme and through its online hiring online platform (the first of its kind in Brazil) which links trained women to employment opportunities.

What worked well:
• Reprograma alumna contribute to the programme as mentors and professors that teach in other bootcamps and schools, creating a spillover effect through their inclusion mentality and passion for getting diverse women into tech.
• Speed hiring events and an online platform are connecting trained women to employment opportunities, offering a platform from training to work and financial independence.
• Partnerships with industry have supported the financial sustainability of the model, offering the potential for expansion into other countries in Latin America.
• The diversity of Reprograma staff and professors breaks gender stereotypes and expectations and offers further potential for women in these fields – as you can't be what you can't see.

What we are learning:
• Reprograma's greatest challenge is getting women to change their mindset to believe in their own abilities when it comes to IT and STEM generally. However, this where they report having the biggest impact as they see the positive changes in each graduating cohort and the difference this makes not only to their employability but to their lives generally.
• Another challenge Reprograma faces is how to quantitatively and qualitatively measure the social transformation in their participants' lives. In addition to providing women with a highly valuable and highly paid skill set (programming), the programme is offering many other benefits including self-efficacy, leadership skills, confidence and social capital. Measuring these changes is difficult, but important.

11. Conclusions (250 words)
    Please describe why may this intervention be considered a "best practice".
    What recommendations can be made for those intending to adopt the
    documented "best practice" or how can it help people working on the same
    issue(s)? *

    Reprograma is the only programme in Brazil offering free computer programming training,
    mentorships, and industry links for low-income and marginalized women with a particular focus
    on Black, indigenous and transgender girls and women – the most marginalized and historically
    underrepresented groups in IT.

    The programme is building these women's skills, networks and knowledge to successfully
    engage in the fast-growing digital economy and become financially independent. It addresses
    how social markers of race, class, gender and sexuality intersect and compound inequalities, and
    aims to transform girls', women's and IT industries' mindsets.

    Reprograma is pioneering as it offers the first free online and in-person training programmes of
    its kind that specifically targeting women along with the first online hiring platform which brings
    together companies and graduates to ensure employment opportunities for its alumna.

    Reprograma is not only addressing Brazil's IT gap but contributing to a more diverse tech sector,
    with the participation of skilled black, indigenous and transgender women and others from low-
    income backgrounds.

    Today, over 1,000 women have graduated from the programme (with a 96% completion rate in
    the face-to-face programmes and a 90% completion rate in the online programmes). More than
    8,000 women have also been reached through awareness raising activities that aim to change
    women's mindsets about tech and IT and empower them to pursue careers in the sector.

    Lastly, partnerships with industry have supported the programme's financial sustainability,
    offering the potential for its further expansion into other countries in Latin America.

12. Further reading
    Please provide a list and URLs of key reference documents for additional information on the "best practice" for those who may be interested in knowing how the results benefited the beneficiary group/s. *

    Article about Reprograma and their selection as a UNESCO Prize for Girls' and Women's Education Laureate: https://en.unesco.org/news/unesco-prize-laureate-changing-tech-ecosystem-marginalized-women-brazil
    Article about Reprograma's selection in the Google Accelerator Program following the Google.org Impact Challenge for Women and Girls: https://blog.google/outreach-initiatives/google-org/impact-challenge-women-girls-organizations-announced/
    Institutional video: https://www.youtube.com/watch?v=CvLCQbARWR4
    Forbes article: link: https://forbes.com.br/forbes-tech/2021/03/quem-inova-mariel-reyes-milk-da-reprograma-quer-internacionalizacao-e-programadoras-nas-grandes-empresas/
    Brief Interview with professor Mellina Yonashiro: https://www.facebook.com/estacaohack/videos/2141559675899140
    Brief Interview with professor Isabelle Galvao: https://www.facebook.com/estacaohack/videos/291209178202032
    Interview with alumni:
    Pamella Azevedo: https://youtu.be/HNOToCpc8aY; Luciana Primante: https://youtu.be/A-amQcD8oLc
    Stories of alumni:
    Elizabeth Hastings:https://www.facebook.com/estacaohack/videos/331693864345267

16. Website (URL) of the best practice if any   *

    https://reprograma.com.br