Introduction

[ The Founders of ENOVA ]

In our 6th year of operations we are proud to say that we have evolved into one of Mexico’s leading social innovation companies having an impact on education.

Our main project, the RIA (Red de Innovación y Aprendizaje) or Learning and Innovation Network, has grown to include 70 centers throughout 34 municipalities in the State of Mexico and through our diverse and attractive educational offering we have more than 400,000 users who are now part of a growing digital community.

We also developed another key solution, Digital Libraries, with the aim of closely supporting the public education system and further help reduce Mexico’s large digital divide. In 2012 we launched the construction of 25 digital libraries and inaugurated the spaces in the first quarter of 2013 to great acclaim. The 25 libraries currently benefit 42,461 students in a radius of 3 km and 23,192 students in the schools that are adjacent to the libraries.

We would like to thank our stakeholders and supporting staff, an unparalleled team made up of educators, entrepreneurs and technology buffs all working for a better Mexico. Every Enova employee recognizes that long-term success requires constant effort, innovation and commitment both as individuals and as a company. We are each other’s greatest assets and their dedication and hard work make me confident that together we can help Mexico’s citizens realize their fullest potential.

Moís, Raúl & Jorge.
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Enova’s mission is to create education technology solutions to help alleviate the digital and educational divide in low-income communities in Mexico.
The digital divide in Mexico is significant with 69% of the population, or 86 million people, lacking access to computers or the Internet. Mexico’s education system has the lowest performance in the Program for International Student Assessment (PISA) among OECD members despite the fact that 25% of public spending goes towards education.

Furthermore, graduation rates are extremely low. According to a study called “Contra la Pared”, 75% of children who enter primary school do not graduate, only 13% complete their high school degree and less than 3% complete postgraduate study*. All Mexican states have significant deficits in the amount and quality of their schools.

A majority of Mexico’s youth run the risk of being excluded from the information society and lose out on the ability to leverage global trends relevant to their social and economic development.

* Source: The figures are taken primarily from data compiled by Mexicanos Primero, an NGO that specializes in rigorously evaluating the educational system in Mexico (www.mexicanosprimero.org).

* Source: OECD
Education in Mexico

100 students enter primary school

64 graduate primary school

46 graduate middle school

24 graduate high school

10 graduate university

3 post graduate

Lack of skills

42% of employers in Mexico have difficulties hiring employees with the right skills

* Source: OECD
Enova has grown into a successful social enterprise offering education technology solutions to more than 400,000 Mexicans.
# [Our Story](#)

## 2007

Enova was founded by Raúl Maldonado, Jorge Camil and Mois Cherem to provide consulting to the government on how to reduce the digital divide in Mexico with the purpose of creating public value through technology.

## 2008

- Redesign of the Council of Science and Technology of the State of Mexico’s (COMECYT) website portal.
- Conducted project entitled “Integral online communications strategy-commitment platform” for the Governor of the State of Mexico.
- Contract signed with the State of Mexico’s government to design 10 learning centers, known today as the RIA (or Learning and Innovation Network).
2009

- Inauguration of the first 10 RIA centers.
- Birth of Mako, a CRM (Customer Relationship Management) system built in-house that tracks all interactions related to the learning process, technology, and patterns of use.
- Birth of the data center.
- Launch of our 3 first courses.
- The RIA graduates its first group of students.
- 37,617 users register in our first year of operations.

2010

- Construction of 32 additional learning centers
- Development of English course for children.
- Selection as finalists in “Iniciativa Mexico” as one of the best social innovation projects in Mexico, winning a $130,000 prize.
- The RIA is featured in the OECD’s “Compendium of Exemplary Educational Facilities”
- 73,324 RIA users registered by the end of the year.
2011

The network of centers grows to 70 with across 34 municipalities in the State of Mexico.

The first rural RIA center is built in San Felipe del Progreso.

Enova is chosen as an “Ashoka Fellow.”

Enova is selected as an “Endeavor Entrepreneur”.

The year closed with 177,705 registered users, an increase of 110% in one year.

2012

CEO Mois Cherem awarded “Social Entrepreneur of the Year” by the World Economic Forum in Latin America (Puerto Vallarta, Mexico)

The RIA registers 300,000 users!

Chief Development Officer, Jorge Camil, selected among finalists at ABC (American Business Council) Continuity Forum

Enova selected as semi-finalists at UBS/Ashoka Visionaris Awards.
2013

Inauguration of 25 digital libraries in 14 municipalities across the state of Mexico

CEO Mois Cherem awarded “Social Entrepreneur of the Year” a second time by the World Economic Forum in Latin America (Lima, Perú)

Receives official certification from B-Corporation for meeting rigorous standards of social performance, accountability, and transparency.

Awarded among best companies to work for in Mexico by Great Place to Work®

Gains membership to the Clinton Global Initiative and attendance at Annual Meeting in New York.

The RIA reaches 400,000 registered users.
03—

[ Work in the field ]

Our flagship projects – the RIA and Digital Libraries – currently include 95 education technology centers in 50 municipalities in the State of Mexico.
By including high quality infrastructure, connectivity, educational software and a well trained staff, we are able to offer an efficient solution to communities that guarantees excellent service and educational results.

Our key collaborator in the social sector is the Fundación Proacceso, a non-profit organization responsible for creating necessary government alliances. In the public sector Enova’s top clients are the Mexican Council of Science and Technology, the Council of Science and Technology of the State of Mexico, the Cultural Institute of the State of Mexico and the National Ministry of Education.
06—

[ The RIA ]
The RIA is a network of 70 education and technology centers located in underserved communities in the State of Mexico, providing access to information technologies and quality educational opportunities.

The model integrates four main components:
1. Access to robust IT infrastructure.
2. Selection and development of relevant educational content for all ages.
3. A blended learning model with skilled facilitators and educational software.
4. Analysis of each student’s performance to revise and improve course content.
Architecture

The centers are built with sustainable materials using a modular design, allowing for an easy reconfiguration of the structure. Walls and reception areas are made with OSB wood (compressed wood composed of construction residuals) and all the materials are industry size to reduce waste and save time on construction.

The majority of the centers are remodeled which also reduces time and amount of materials needed as well as allowing for the structure to remain integrated in the community.
The location of the RIA centers is carefully determined through a process we call “urban acupuncture,” which determines a location’s potential impact by considering: population density, income levels, educational levels, public school locations, public spaces, and access to major transportation routes. As a result, our RIA centers are strategically located to serve the greatest number of people possible. Each RIA center benefits 10.7 schools and 5,000 users annually within a radius of 2km.

Municipality: Ecatepec de Morelos
Enova’s team of software developers have created Mako®, an in-house designed technological platform that integrates all interactions related to the learning process, technology, and patterns of use.

The platform is innovative since there isn’t a CRM-ERP in the market with Mako’s scope, both centrally, at the level of each center, and individually - each student has a digital file in which their progress and learning history are stored.

Its functions include the integration of administrative processes, student activities, scholarships, scheduling of courses, sales, and monitoring of infrastructure.

Technology Platform

Diagram of the Technology Platform:
- User
- POS
- MAKO
- CRM Data Repository
- LMS
- LMS Data Repository
- Reports
Education Program

The RIA offers courses on basic computing, Internet and English skills for all ages. Children can also enroll in Expedición RIA, a comprehensive learning route that includes courses on Computer Literacy, Math, Reading Comprehension and Science.

Additionally, SocialRIA offers members the chance to learn how to use social media productively to benefit their daily lives.

**BASIC LEARNING ROUTE**

72hrs.

**COMPUTATION**
**INTERNET**
**OFFICE SOFTWARE**

**DIGITAL CITIZENS**

**CHILDREN AND ADOLESCENTS**

Expedición RIA
- Computer Literacy
- Math
- Reading Comprehension
- Science

**English**

**ADULTS**

**English**

**Online**
- Bachelor and Master degrees

**SocialRIA**
- Social Networking
The course is organized into three levels, each containing 16 learning units. The program consists of over 375 hours of content and more than 50 different types of interactive activities and games.

An animated video series anchors the course and follows the life of a young Mexican girl who recently relocated to California. A data center allows stakeholders to personalize instruction and measure learning outcomes while structured teacher support materials mitigate concerns over variations in teacher quality.

PX is produced in-house by a team of instructional designers, software programmers, animators, and graphic designers. Content design is based in both institutional experience and data, and existing research on Hispanic learning styles and needs.

Upon completion, the course will be used in all education centers operated by Enova. The course will be available via a learning management system (LMS) or on CDs.

The market for EFL educational materials currently lacks an option tailored to the needs of marginalized Latin Americans. PX is the only English language course specifically designed for Hispanic learners at the bottom of the pyramid.

Through the use of video games, cartoons, and interactive activities, PX teaches English in an exciting and engaging manner that existing EFL programs lack and at price point that is affordable for all educational institutions.

Enova English’s flagship product is a blended learning English language course specifically designed for Latin American learners.
The RIA in numbers

70
RIA CENTERS
In 34 Municipalities in the State of Mexico

3,000
NEW MEMBERS
Sign up weekly

274
RIA EMPLOYEES
(Cashier, Facilitator, Academic Coordinator, Technical Support)

56%
Women

44%
Men

68%
Of users have never used a computer

$290 USD
Average monthly income
Growth and Impact

Within 5 years, the RIA has grown into a network of 70 centers, more than 400,000 registered users and more than 123,000 graduated students.

70
CENTERS

421,785
USERS

137,131
GRADUATES

* Data from December 2013
Concerned with analyzing the full benefits of the RIA courses for their students, Enova has created a new specialized area dedicated to formally assessing the impact of its courses on student achievement. This continuous assessment, conducted by the new Learning Assessment Lab, is looking closely at the most effective way of improving student achievement in order to set a precedent in a country where few social programs both public and private are evaluated beyond operational indicators.
To evaluate the effectiveness of Expedición RIA on improving standardized test scores, Enova contracted one of Mexico’s leading think tanks, Fundación Idea and their investigative branch, c230 consultores to conduct an external evaluation.

The test was performed on two groups of students who were randomly assigned. The treatment group enrolled in Expedición RIA before the national standardized exam, and the control group took Expedición RIA afterwards. The test results and variations were analyzed between the two groups. The Expedición RIA evaluation determined that students in the 4th grade improved their national score examinations by 7% in math and 6% in Spanish, after only 12 weeks of courses.

**Improvement of Educational Performance of 4th Graders**

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<td>+</td>
<td>7%</td>
<td>6%</td>
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* On national test scores in math and reading for 4th grade students
Early Grade Math Assessment (EGMA) - 2013

Enova conducted its first in-house impact evaluation of Expedición RIA in 2013 with the support of external experts. The evaluation was conducted with over 300 students in 67 RIA centers by comparing pre and post Early Grade Math Assessment (EGMA) – an oral assessment program developed by USAID designed to measure a student’s foundation skills in numeracy and mathematics in the early grades. Improvements were determined in 75% of the sections which is particularly impressive considering the short duration of the math course (18 hours over 6 weeks).

This was the first time this test has been used in Mexico.
Thanks to a successful partnership with the Ministry of Public Education (SEP), 21 educational games covering 3rd – 6th grade Civics, Mathematics, History, Sciences, Spanish have been developed and published on an online portal with open access. The widespread use of the video games has helped reinforce children's learning in a fun environment that promotes healthy competition. Similarly, these resources help children become comfortable with the use of more robust information technologies.
**Educational Videogames - Chíspale Website**

![HOME SCREENSHOT](image)

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Digital Libraries
What are the Digital Libraries?

This year Enova inaugurated 25 Digital Libraries in school communities in 14 municipalities across the State of Mexico. The Digital Libraries are spaces focused on reducing the digital divide by offering free digital collections, training opportunities and other technology-based content. Each Digital Library is hosted by two trained librarians who promote reading and provide advice on content and all available material.

Each library features 50 computers and 5 tablets or e-readers equipped with digital books and encyclopedias.

Infrastructure & Resources:

- 1,200 COMPUTERS
- 150 TABLETS
- INTERNET
- ONLINE PORTAL WITH LINKS AND GUIDES
- DIGITAL CONTENT WITH A SEARCH ENGINE
Architecture

The Digital Libraries are composed of different areas containing high-tech equipment, ergonomic furnishings, sustainable materials and a system that takes advantage of natural lighting and ventilation. The construction process and selection of materials aims to have a low environmental impact, minimal maintenance requirements, solid spatial distribution, and a strong urban presence.

Flexible configuration

- Allows for the expansion of the educational space
- Encourages team work

Open plan

- Increases illumination and ventilation

Furniture

- Island tables allow users to interact easily
Bibliographic Resources

Its bibliographic heritage is composed as it follows:

- Electronic books
- Audiobooks
- Teaching materials

**Initial Bibliographic Heritage:**
Public domain electronic books.  
**106 audiobooks titles.**  
318 copies.  
**555 electronic books titles.**  
4693 copies.  
**4 reference works.** 
2 encyclopedias [Británica Escolar and Océano Saber].

1 bank of articles for parents: Classroom for parents [Océano].

1 bank of interactive resources for elementary school.

These materials are classified in four collections:

- **CONSULTATION**
- **GENERAL**
- **CHILDREN & YOUTH**
- **AUDIOBOOKS**
What is new is that Mexico’s Silicon Valley, now also has a critical mass of young, confident innovators trying to solve Mexico’s problems, by leveraging technology and globalization (...) Enova has created an after-school program of blended learning — teacher plus Internet — to teach math and reading to poor kids and computer literacy to adults.

Thomas Friedman, *New York Times*
[Organizational Overview]
Corporate Governance

In 2011, Enova was officially selected as an Endeavor company by the International Selection Panel (ISP) of Mexico City. Endeavor then supported the creation of an Advisory Board for Enova’s Board of Directors composed of external professionals who help consult on the company’s performance and strategy. The council’s main functions are to review and discuss the company’s performance, strategic direction and goal setting.
Awards & Recognition 2012-2013

CLINTON GLOBAL INITIATIVE
Complimentary Membership and attendance at Annual Meeting.

ENOVA CERTIFIED BY B CORPORATION
For meeting rigorous standards of social and environmental performance, accountability, and transparency.

SOCIAL ENTREPRENEUR OF THE YEAR
Co-founder Mois Cherem received the award from the Schwab Foundation at the World Economic Forum in Latin America (Lima, Peru).

UBS/ASHOKA VISIONARIS AWARD
Co-founder Jorge Camil was selected as a finalist.

MIT TECHNOLOGY REVIEW: INNOVATORS UNDER 35
Co-founder Jorge Camil was selected as a finalist and received Microsoft Educator Award.

GREAT PLACE TO WORK ®
ENOVA is one of the first 50 best companies to work for in Mexico.

ABC CONTINUITY FORUM
Co-founder Jorge Camil was selected to attend and present as one of 30 finalists.
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