

2018 ANNUAL REPORT

Innovation & Learning



Purpose

Educate! prepares youth in Africa with the skills to succeed in today's economy.

2018 Impact



1,000+ schools



44,900+ students
intensively impacted



466,000+ youth reached more
broadly through direct programs in
schools and education reforms



What We Do

We tackle youth unemployment by partnering with schools and governments to reform what schools teach and how they teach it so that students in Africa have the skills to attain further education, overcome gender inequities, start businesses, get jobs, and drive development in their communities.

A Year of Growth and Learning

Ten years ago, we launched the Educate! Experience in schools. Looking back, it's hard to believe how far we've come and how much we've learned, and I want to express my deepest gratitude to you – our trusted supporters, advisors, and friends – for an incredible ten years.

2018 was no exception. We exceeded our expansion goals, explored exciting new pathways to sustainability, and directly impacted more youth than ever before. While we increased our reach through direct implementation of our model in schools and within national education systems, we also continued to rigorously evaluate our model to inform future program design and strengthen our impact.

In this year's Annual Report, I am proud to share a few of Educate!'s key activities and accomplishments from 2018:

- **Government Engagement & Growth:** We continued to scale our programs with sustainability front of mind, completing our first year operating at nationwide scale in Uganda (working in nearly 25% of all secondary schools), and directly impacting over 44,000 youth across Uganda, Rwanda, and Kenya. We also made progress towards integrating our solution into national education systems, working closely with Uganda's Teacher, Instructor, Education & Training Department, the Rwanda Education Board, and the Kenya Institute of Curriculum Development.
- **Global Recognition:** This year Educate! joined the ranks of 20 innovative youth solutions as part of the UN's Generation Unlimited initiative, which is championed by President Paul Kagame of Rwanda, President Uhuru Kenyatta of Kenya, and other global luminaries. We were proud to win a 2018 Klaus J. Jacobs Award, and our Uganda Deputy Country Director Hawah Nabbuye was selected for the prestigious Echidna Global Scholars Program at the Brookings Institution.
- **Innovating for Gender Equity:** We continued our commitment to gender equity, including launching an in-depth, internal evaluation aimed at strengthening Educate!'s gender focus and improving gender equity in the classroom.

2018 was an important chapter in our history, and we'll apply what we learned to the challenges and opportunities ahead. By the next century, Africa will make up 40% of the world — its population expected to grow from 1.2 to 4 billion. From this vantage point, the enormity of the challenge of productively employing this many youth can feel daunting, but I am more motivated than ever when I hear about young change-makers like Sarah (page 27). Driven and confident, Sarah is an empowered young woman who has met the challenges in her life head-on with bravery and grit and created exponential impact for her family. As Educate! continues to strengthen its impact, we draw inspiration from youth like Sarah, and believe wholeheartedly that it is enterprising youth like her who will drive transformative change in their communities and across the continent.

As you read this report, I hope you will join me in celebrating the incredible strides we have made together and gather greater inspiration, as I have, for the important work that lies ahead. The generosity of partners like you has made this progress possible, and thanks to you, we have ambitious plans for even greater impact in 2019 – supporting youth to attain further education, overcome gender inequities, create more businesses, more jobs, and ultimately better livelihoods.

On behalf of the students we work with, their teachers, and the Educate! team, I offer our sincere appreciation for your steadfast belief in our purpose and in youth across Africa.

All the best,

Boris Bulayev,
Executive Director and Co-Founder

Director's Letter



Photo credit: Jacobs Foundation

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EDUCATION SYSTEM SOLUTIONS

We partner with governments to integrate skills-based education into national education systems in Africa and support with rollout of curriculum reforms.



SCHOOL SOLUTIONS

We deliver leadership, entrepreneurship, and workforce readiness training directly in secondary schools.

Cultural Tenets

Youth First

The youth we serve come first. Always. In everything.

Exceed Expectations

We consistently do more to surpass our goals. We want our staff to ask the toughest questions and dream scary big!

Flexible and Open-Minded

We drive and thrive on change. We are growing every day, so we have to adapt quickly to meet new challenges and opportunities.

Always Learning

We are committed to seeking and applying new knowledge. We are hungry to learn and love to share new insights and innovations.

Only Solve a Problem Once

We proactively communicate problems, build systems, and create long-term solutions. We are allergic to Band-Aids, so we focus on solving problems once, for good.



"Always Learning means a lot to me because I believe that for someone to be a champion, there should be a spirit of always learning that helps to acquire more skills and knowledge. It sharpens our minds and brains, and makes us super bright in our everyday life since we are not good at everything."

Peninah Twongeirwe,
Programs Support Officer, Rwanda

"Youth First is what has kept us on course, and it resonates with our purpose and vision. It helps remind me that we can always work with the resources (people, time, funds, opportunities, etc.) we have to achieve our desired impact. We train our Scholars to be able to use the available resources to start and run enterprises, and by adorning the Youth First culture, we walk what we talk."

Richard Olupot Ogaino,
Human Resource Manager, Uganda

"We spend most of our life at our jobs. This sobering realization made my quest for meaning more central to my life at work. I feel proud to work for a mission-driven organisation which prioritizes measurable impact to arguably the most important demographic in Africa – the youth."

Wangechi Githaiga,
Grants Management Associate, Kenya

"Always Learning tasks me to dig deep and understand the impact of every decision that I make in the organisation in terms of what impact will it create."

Muzito Anthony Kaiso,
Regional Training Specialist

770+
Partner schools

30,800+
Scholars intensively impacted

269,000+
Youth reached more broadly
through schoolwide components
of our model and teacher training
programs

12,750+
Skills Course lessons taught

800+
Teachers trained

100%
Of Student Business
Clubs ran an enterprise

\$42
Average earnings of
Student Business Clubs

Uganda

Sarah Kayondo,
Uganda Country Director



"In Uganda, Educate! started talking, thinking, and brainstorming our sustainability strategy. Taking our 'thinking big' and 'planning big' approaches into these brainstorm, we came up with a sustainability strategy that we believe will have Educate! impacting millions of youth in Africa for years to come."

Educate! launched our flagship Educate! Experience program in schools in Uganda in 2009, and since then we've grown almost 40x. Through the Educate! Experience, students gain practical, hands-on experience launching enterprises in school, along with peer mentorship and skills training.

Today, we are working in every region of the country and nearly 25% of all secondary schools. In 2018, Educate! completed our first year of operating at national scale, delivering our program to more than 770 schools and intensively impacting over 30,800 students across all five regions of the country for the first time. Educate! also continued to support the Ugandan government in integrating skills-based learning into the national education system in 2018, including providing professional development trainings on student-centered pedagogy to over 800 teachers.

STUDENTS INTENSIVELY IMPACTED

+10,501

175+
Partner schools10,500+
Scholars intensively
impacted147,000+
Youth reached more broadly
through education reform300+
Teachers trained99%
Of Student Business Clubs
ran an enterprise\$40
Average earnings of
Student Business Clubs

STUDENTS INTENSIVELY IMPACTED

Rwanda

Donnalee Donaldson,
Rwanda Country Director

"2018 was a big year for Educate! Rwanda. We held our first National Student Business Club Competition, completed our first iteration of the Educate! Exchange program, and launched our second iteration in over 175 new schools. Expanding our reach into 7 new districts provided an exciting new challenge, and a great opportunity to see the impact our program can make in different regions of the country. We are excited to continue to scale our work across the nation, and we are grateful for the trust and partnership from the Rwanda Education Board and Ministry of Education that enable us to be a part of Rwanda's growth and development."

In Rwanda, Educate! is supporting the Rwanda Education Board in translating its reformed entrepreneurship subject curriculum into real changes in the classroom, so that youth receive a practical, skills-based education that prepares them for life after school. This model, called the Educate! Exchange, consists of: (1) intensive trainings for teachers, and (2) in-school support from Educate! Youth Leaders, who help school administration, teachers, and students to implement the reform and start real businesses in school.

We completed the first iteration of the Educate! Exchange program in 100 schools in April 2018. In the same month, we launched the second iteration of our program in seven new districts in Rwanda, reaching over 175 secondary schools and 10,500 secondary school students in those districts.

Photo credit: Martin Kharumwa

3,600+

STUDENTS INTENSIVELY IMPACTED

60+
Partner schools3,600+
Scholars intensively
impacted130
Teachers trained

Kenya

Diana Mwai,
Kenya Program Director

"In 2018, we discovered the beauty of convening key education stakeholders. The purpose of bringing them together was to create a shared vision and a synergistic understanding of the new learning area we are supporting the Government of Kenya to create! They all bring in different and important perspectives which enrich the work that will create an impact for millions of learners!"

Educate! is partnered with the Ministry of Education and the Kenya Institute of Curriculum Development (KICD) to support the design and rollout of a curriculum reform that aims to equip youth with the skills they need to succeed in the 21st century.

We formally launched operations in Kenyan schools in 2018, including co-designing and co-piloting with the government a new learning area of the reformed curriculum called Community Service Learning (CSL). CSL, which focuses on building socially responsible citizens and entrepreneurs, is expected to be integrated throughout Kenya's new curriculum when it launches. In 2018, we tested components of the new curriculum for the first time in a pilot in more than 60 schools.

Photo credit: Amos Ndung'u

Despite the significant progress made in girls' education globally, female students continue to experience persistent inequality that holds them back from realizing their full potential. That's why as Educate! has scaled, we have also doubled down our commitment to ensure gender equity permeates every aspect of our program.

Innovating for Gender Equity



In 2018, we worked to develop the most effective tools to understand and perpetuate Educate!'s strong impact on girls.

Supporting Female Leaders

Last year, our program monitoring in Uganda highlighted a gender imbalance in top leadership positions within the Student Business Clubs (for example, male students were more typically President, with more female students taking leadership roles like VP or Secretary). In 2018, we tested strategies to achieve gender balance in leadership, like adjusting our Student Business Club Guide to include more language encouraging girls to take up higher leadership positions. Recognizing that girls in East Africa are often socialized to be soft-spoken and shy, we encouraged students to consider the many different characteristics of a good leader and to recognize – for example – that public speaking as a strict criteria for leadership may disadvantage female peers. Additionally, in Rwanda, we rolled out further gender equity trainings for Youth Leaders and integrated a focus on equitable club leadership into our Leadership Course lessons.

Gender Training for Kenyan Teachers

Building on the gender strategy we rolled out in Uganda and Rwanda, Educate! launched a training for Head Teachers in Kenya to build frameworks for gender equity in the classroom. In 2018, we trained school administrators on how to use gender-responsive pedagogy in their classrooms, and administrators worked to brainstorm measures they could put in place to ensure a culture of gender sensitivity. Teachers were also taught to recognize their own biases in the classroom and shown ways in which they are instrumental in spearheading gender awareness.

Teacher Behavior Change Research

We conducted an internal evaluation to explore teachers' adoption of gender sensitive pedagogy and identify the barriers that hold them back. The study reviewed the implementation of Educate!'s gender strategy, launched in 2016, which rolled out gender trainings for 400 teachers and administrators in Uganda.

After 40 in-depth interviews with teachers and administrators, we found that the trainings successfully encouraged teachers to implement some gender-sensitive pedagogical practices, including: creating fair discipline practices, providing gender-sensitive guidance, promoting mixed gender groups, and encouraging girls to hold leadership positions at school. Additionally, almost all teachers surveyed understood the importance of gender sensitivity in the classroom.

The evaluation also helped us identify room for growth: While teachers and administrators understand the importance of gender equity, they want more concrete strategies to better integrate gender sensitive pedagogical practices into their classroom and school. We collected feedback on different options to help them develop their skills and create a gender-sensitive school environment.

Creating an Internal Team of Gender Champions

Designated the "Gender Champions," in 2018 we created a new cross-departmental task force to ensure that gender equity remains a priority in all of the countries that Educate! works in, and to create and implement specific gender equity programming. The Gender Champions' regular meetings act as an opportunity for challenges and learnings to be shared across countries and departments.

UN's Generation Unlimited

1 of 20 Innovative Youth Solutions

Educate! was selected for the UN's *Generation Unlimited* initiative, a global partnership that aims to ensure that every young person is in education, learning, training, or employment by 2030. Championed by President Paul Kagame of Rwanda, President Uhuru Kenyatta of Kenya, and other global luminaries in education, Generation Unlimited brings together promising ideas that have demonstrated the ability to innovate at scale.



Klaus J. Jacobs Award for Social Entrepreneurship

2018 Award Winner

Educate! was awarded the prestigious Klaus J. Jacobs Award, placing us among just 10 social innovators and change makers in the field of child and youth development. According to the Foundation, "What the ten awardees have in common is their wish for social change and their restless personal social engagement. They are beyond talking – they act."



UN's Sustainable Development Solutions Network

Featured in 2018 Youth Solutions Report

SDSN Youth, the official youth initiative of the United Nations Sustainable Development Solutions Network, featured Educate! in the 2018 Youth Solutions Report as one of 50 youth-led organizations contributing to the achievement of the Sustainable Development Goals.



Mathematica Policy Research

*Report Highlights Educate!'s Innovative Approach to
Enhancing Teacher Quality at Scale*

The study distilled learnings from the experiences of eight organizations implementing in-service teacher training programs. The findings offer practical lessons about how to design, implement, and scale efforts to train, motivate, and support teachers.



Educate! Leader Named Echidna Scholar at Brookings Institution

Selected for Prestigious Gender Fellowship

During her fellowship at the Brookings Institution, Uganda Deputy Country Director Hawah Nabbuye published research examining gender issues in education policy. Her report entitled "Gender Sensitive Pedagogy" provides recommendations for policymakers to improve education for girls.



The Aspen Institute

*Highlighted in 2018 Report
"A Global Opportunity: Get Youth Working"*

The Aspen Institute undertook a landscape research effort to identify promising approaches to support youth in their search for meaningful work. Educate! is featured in the report as part of a small selection of existing youth models that are innovative and evidence-based.



Sarah's Path to Independence

Standing in the shade on the side of her grandmother's house near Jinja, Uganda, Sarah flips through the collection of brightly colored kitenge fabric that she will soon shape into dresses, purses, and shirts. Proudly, she holds up each of her tailored pieces, grinning as she describes the intricate designs and how her ability to speak Kiswahili landed her a good deal with a fabric supplier in Tanzania. But Sarah's path to get to where she is today — a confident young entrepreneur and provider for her family — has not been an easy one.

In 2015, Sarah was excelling in her studies at secondary school and exercising leadership as the Speaker of the Educate! Student Business Club. The following year, she and her peers at Lira Town College in Northern Uganda took home the top prize at Educate!'s National Student Business Competitions, a major recognition of their effort and innovation in launching real, income-generating enterprises while still in school. Inspired by the Club's success and equipped with the necessary skills, Sarah launched her own small enterprises outside of school, baking pastries and cakes, making soap, and tailoring.

As Sarah entered her final year of secondary school and worked to build her business, her family experienced great tragedy when her father suddenly passed away. Her mother, an agricultural day laborer, was unable to provide school fees for Sarah and her eight siblings. Grieving the loss of her father but still determined to finish school, Sarah scraped together the school fees by working odd jobs cleaning homes and washing clothes alongside her other business projects. Through her hard work and perseverance, Sarah graduated, more determined than ever to build her business and achieve financial security for herself and her family.

Sarah looked to her community for inspiration, utilizing the business and soft skills she had learned such as networking, communication, and market research to determine what products might prove successful.

She identified market gaps — like the fact that people in her hometown were traveling over 6 hours to the capital of Kampala to buy new shoes — and honed her product offerings, establishing strong relationships with suppliers and customers. She also became an Educate! Mentor, sharing her real-world business experience with the next generation of Educate! Scholars.

Today, Sarah runs two enterprises: her kitenge fabric and tailoring business in Jinja, and a business selling shoes in Lira. While her businesses are still small, they have already enabled Sarah to help her family: Sarah's earnings buy food for the household, and she employs her grandmother at her tailoring business. Sarah is also paying for her youngest sister to attend primary school, an educational opportunity that Sarah's other siblings didn't have after their father's death.

Despite her young age, Sarah's hard-earned experience and the skills she's gained help her face the future confidently. "I'm the one taking care of most of my family members. It makes me happy because it means I'm responsible. If anything comes up in the future, I'm ready to deal with it." Her greatest dreams for the future are to put herself through university and to someday start an orphanage:

“ I've seen how hard it is for children to survive when their parents cannot support [them]... I can teach them skills so that one day they are in the position to start up something of their own, without other people, just like I have. ”

By persevering through the challenges she has faced to create the future she wants, Sarah's success has extended beyond herself and created exponential impact for her family.

AWAKENING THE SLEEPING GENIUS:

Muzito Trains Innovators Across Borders

Muzito Anthony is an innovator at heart. Since joining Educate! in 2011, he's been promoted numerous times and helped to launch Educate!'s programs in both Rwanda and Kenya. Today, Muzito plays a crucial role on Educate!'s team as Regional Training Specialist, training staff and integrating sustainability-focused innovations into our program model. We recently caught up with Muzito in Kigali to hear about his journey building Educate!'s teams across three countries.

How did you first get involved with Educate!, and what is your current role?

I became a teacher of entrepreneurship and economics at a secondary school in Western Uganda while I was still in University. A few of my students told me about an entrepreneurship club they had, and I was soon introduced to their Educate! Mentor, Solomon. I began working closely with him to design creative assignments for the students around business and entrepreneurship. Working with him as a young teacher, I was really happy because I had no idea how to be a great teacher, but I knew I wanted to be one.

When a job opportunity came up with Educate!, I debated for a long time if I should apply. As a teacher, you have a strong connection with your students. It wasn't an easy decision, but I wanted to create impact for more youth. I still stay connected to my old students. In fact, today I actually work with one of them! Juliet is Rwandan but grew up in Uganda and was an Educate! Scholar. When she heard that Educate! was coming to Rwanda, she called me up so excited because she loved being a Scholar, and I shared with her a job opening. She's now a Youth Leader and we work closely.

Today, I am the Training Specialist on Educate!'s global team. I train staff across countries and have helped Educate! launch operations in Northern Uganda, Rwanda, and Kenya. I also work within the monitoring and innovation functions, helping to extract key learnings from our programs to inform our design, such as identifying and integrating key motivators for Educate! stakeholders into our program to support our sustainability strategy.

You helped Educate! expand across borders to Rwanda and most recently Kenya. What is it like to bring Educate! to a new place?

I came to Rwanda to facilitate the start up of Educate!'s second country office. It was my job to support with recruiting and building Educate!'s newest team. When I first arrived in Rwanda, I set out to align the team to Educate!'s culture, introducing them to our values and processes, and guide them on how key Educate! activities are conducted.

It is such an exciting experience introducing Educate! in a new country, but it is also quite challenging. You have a picture in your mind, but you have to create this vision for others. You have to convince them that what we want to do is possible. This inspires me a lot. Some teachers have a lot of fears, they say "No it's not possible, students can't run businesses, they don't have capital." I take them from that mindset to one where they are seeing all of the possibilities.

What do you think makes you so good at this job? How do you bring Educate!'s culture to a new country?

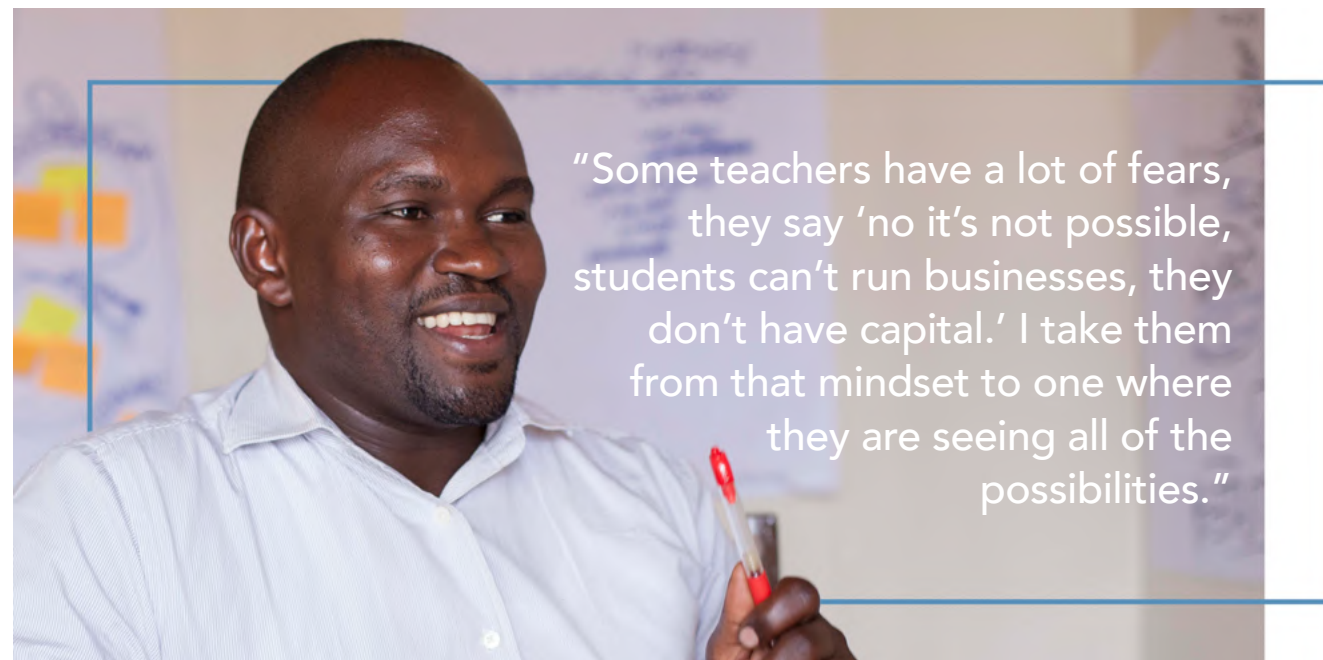
One thing I've started to recognize is that I have a unique ability to create a sense of family or community. When I was still working for Educate! in Uganda, my home in Jinja was called "Big Brother's House."



"It makes me so happy to hear that someone has improved because I was able to contribute to them. I personally believe that every person has the ability to be a genius."

Muzito Anthony Kaiso,
Regional Training Specialist





"Some teachers have a lot of fears, they say 'no it's not possible, students can't run businesses, they don't have capital.' I take them from that mindset to one where they are seeing all of the possibilities."

Awakening the Sleeping Genius

Continued

Whenever the field staff would come for regional meetings, they would all stay at my home and everyone would bring something to eat. We would have cooking challenges (and to this day I am still the cooking champion!). It was like we all shared the same language, and that is what I try to bring with me to each new place.

What is most rewarding about your job? What makes it all worthwhile?

Playing a role within an organization that works to empower individuals with the skills to change their lives really drives my work. In Rwanda, we are working to support a better system of education in order to prepare youth for the future. Within my innovations work, I know that the advancements and innovations I make today will have a direct impact on thousands of youth to come. When you see the vision, the mission, it's something I really believe in. This is my life's work.

Over the past few years, I have focused intently on developing my skills and supporting my own professional development. I believe that the more I build my own skills and talents, the better I will be able to support and inspire others in realizing their own. I've conducted many trainings for Educate! staff across East Africa, and it makes me so happy to hear that someone has improved because I was able to contribute to them. I believe that every person has the ability to be a genius. We all have the same capacity to be anything we want, but I think that some people are awake and others are sleeping. I aim to pinch awake the sleeping genius!



Annette, Mentor

"The true highlight for me personally is the passion I see both in the students and in the organisation: the way Educate! is working with schools with a 'not superior' approach.

I personally keep receiving calls from parents that thank me because their daughters have flourished.

They keep telling me that they have grown, that they are now independent, that they contribute to their school fees, which for most of them is a great relief. But they all mention it's not just about the help they receive at home, it's really their children's new ability to lead projects independently and confidently. They joke and tell me that they speak up now and defend their opinions. They can lead."

Annette, Mentor
Soroti, Uganda

BUILDING A BEST-IN-CLASS TEAM

At Educate!, we believe that the most innovative and impactful organizations are fueled by high-growth, mission-driven teams. That's why we've focused on building a best-in-class team with a strong focus on East African and female leadership, critical to achieving meaningful impact.

Since 2009, Educate! has scaled our impact over 40x, and Educate!'s Human Resources team has been at the heart of this growth — from recruiting and onboarding high-potential talent, to building a strong culture, to ensuring that our staff grow along with the organization. In 2018, Educate!'s HR team supported Educate! in achieving our goals in three key ways:

1. Putting Culture First

Early on at Educate!, our team articulated Educate!'s core cultural values — the values that we believe each person at Educate! should embody to help the organization achieve its mission. Today, our HR teams across all countries use the cultural tenets within their recruitment and hiring process to identify people who not only have the skills to succeed in a specific role, but who will thrive and grow at this fast-moving organization.

Every person at Educate! — from interns to the executive director — is evaluated by how they live up to Educate!'s five cultural tenets: Youth First, Exceed Expectations, Always Learning, Flexible and Open-Minded, and Only Solve a Problem Once. To continually ground our staff in Educate!'s cultural tenets and celebrate employee achievement, in 2018 our Uganda HR team implemented a cultural tenet “shout out” session at each monthly team meeting. The lightning-round-style shout-out sessions allow staff to recognize each other across departments for the small ways they embody each of Educate!'s values day to day.

2. Creating a High-Growth Environment

Educate! can only grow as quickly as our people, and as an organization we take pride in accelerating professional development for our staff. Our HR team works hard to create a supportive, inclusive, and high-growth work environment for every member of the team. This includes initiatives like manager guides to career conversations, internal training programs, learning from external consultants, and helping our staff pursue new areas of interest within the organization.

“If there is one thing we are exceptional at, it is building a team. The relationships at Educate! are strong and everyone is very welcoming. *We are genuinely invested in ensuring our employees succeed and grow, and we work hard to encourage one another to excel.*”

Deo Okou,
Senior Human Resource Officer

In 2018, the Uganda team introduced a “Rockstar Manager” training program, based on Google's eight traits of a good manager, to further integrate the value we place on helping our staff succeed.

It worked: We were proud to see that in a 2018 survey of our team in Uganda, 91% agreed or strongly agreed that Educate! is a great place for professional development. In 2018, we promoted more than 25 members of our team, including our Deputy Country Director and Director of Program Implementation in Uganda, both of whom joined Educate! as Mentors in 2009. And we're proud to be a launchpad for success both inside and outside of the organization — at least ten members of the Educate! team have gone on to start their own organizations.

3. Investing in Gender Equity

Gender equity is core to Educate!'s program, and our HR team is committed to that value within the organization as well. During the second half of 2018, we modified our hiring process to ensure that we were moving closer to our goal of a 50/50 staff gender ratio and prioritizing female leadership. At the close of 2018, 56% of our staff were female and 12 of our top 16 leaders were women.

HR also worked to create new policies that support working mothers on our team. Our Travel Policy now provides transport, accommodation, and meals for caretakers to travel with mothers with young babies when working in the field. Although our policies are aimed at supporting mothers, we also extend our policies to support fathers with young children. Policies like these are key to ensuring that men and women have equal opportunities for growth and success at Educate!.



SUPPORTERS

A sincere thank you to all our investors, including those listed below, who contributed during the 2018 calendar year. Every dollar of your support, big or small, is truly making a difference in unlocking the potential of youth to drive development.

\$400,000+

Dubai Cares
Echidna Giving
IKEA Foundation
The Shell Centenary
Scholarship Fund

\$100,000-399,999

Anonymous
Anonymous
Anonymous
Blue Haven Initiative
Cartier Charitable
Foundation
Epic Foundation
Hampshire Foundation
IF International
Foundation
Open Road Alliance
Segal Family
Foundation
Stichting Dioraphte

\$50,000-99,999

Arthur Koenig
Bohemian
Foundation
Amplify -
IDEO.org
Global Innovation
Fund
Imago Dei Fund
John F. and Mary A.
Geisse Foundation
Stichting Equilibrio
Umsizi Fund
Waterloo Foundation

\$25,000-49,999

Big Win Philanthropy
ECOM Foundation
Jacobs Foundation
Lessons for Life
Foundation
The Lester Fund
Red Empress Foundation
Tab for a Cause

\$5,000-24,999

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Amit J & Vicky L
Patel Foundation
British Council
David and Lisa
Issroff
Eileen Fisher
Help for Hope
Kristina Rizga and
Mike Stern
Linda and Tom
Schutter
Mission Meats
Peter Wirth
Radhika Malpani
Rik Kranenburg
Ron and Dianne Hoge
The West Foundation
Xiao Li

\$1,000-4,999

The April Fund
Better Lives
Brian and Claire
Makare
Community First
Foundation
Emily Smith
Enis Moran
Frank T
Lauinger
Google
Ken Bartels
Kiran
D’Souza
Michael
McGoldrick
Nick Burnett
Peery
Foundation
Sharon Perl
Thomas Barry
Vinay D’Souza

FINANCIALS

Statement of Activities

REVENUE	
Grants	\$5,584,132
Contributions	\$235,549
Program Fees	\$43,002
Interest Income	\$1,787
TOTAL REVENUE	\$5,864,470

EXPENSES	
Programs	\$4,454,910
Fundraising	\$327,811
Administration	\$190,894
TOTAL EXPENSES	\$4,973,615

OTHER	
Currency Conversion Gain	\$51,630
CHANGE IN NET ASSETS	\$942,485

Statement of Financial Position

CHANGE IN NET ASSETS	
Net Assets at Beginning of Year	\$4,390,217
Net Assets at End of Year	\$5,332,702
CHANGE IN NET ASSETS	\$942,485

ASSETS	
Current Assets	\$4,690,993
Other Assets	\$734,597
TOTAL ASSETS	\$5,425,590

LIABILITIES & NET ASSETS	
Total Liabilities	\$92,888
Net Assets	\$5,332,702
TOTAL LIABILITIES & NET ASSETS	\$5,425,590



Photo Credit: Zachary Rosen



“When I finally [saw] the program in action, I could feel the energy in the room. It felt like the kids were able to express themselves in a way that they weren’t allowed to before. You could see them thinking, problem-solving, and developing their own opinions about the material presented.”

Linda Schutter, *Supporter since 2006*



BOARD OF DIRECTORS

We are very grateful to Kevin Horan, our outgoing board chair, for his years of service in building Educate! to what it is today.

Jeff Aludo

Director, Group Market Strategy and Head of Africa, Intellectap

Boris Bulayev

Executive Director and Co-Founder, Educate!

Nicholas Burnett

Senior Fellow, Results for Development; Professor, Nottingham University; Chair of the Board of UNESCO's International Institute for Educational Planning; Committee Member, NORRAG Consultive Committee; Advisory Board Member, Global Business School Network; Board of Americans Member, UNESCO

Eric Glustrom

Co-Founder, Educate!; Founder, Watson University

Nicole Goldin

Interim Director and Lead Economist, Economic Participation, FHI 360; Principal, NRG Advisory; Lead Economist, World Bank & Solutions for Youth Employment; Senior Associate, Center for Strategic and International Studies; Professorial Lecturer at George Washington University

Amy Kates

Managing Partner, Kates Kesler; i4cp Thought Leader Consortium member; Instructor, Organizational Design at DTU Executive School of Business, Ashridge Business School, and Cornell University

Rik Kranenburg, Chair

Former Group President, McGraw Hill Education; Former Executive Vice President, Standard & Poor's; Trustee, American Management Association; Senior Advisor, DeSilva + Phillips

Radhika Malpani

Engineering Partner, Google

Dzingai Mutumbuka

Former Minister of Education Zimbabwe; Former Senior World Bank official; Former Chairman ADEA

Spencer Ton

Vice President Strategic Initiatives, The African Leadership Group

Lillian Aero

Founder, Generate for Generations

Allen Ayebare

Chief Manager, Corporate Affairs and Communications, Centenary Bank

Herbert Baryayebwa

Director, Ministry of Gender, Labour and Social Development

James Bulenzibuto

Founding Member, Elimu Trust; Public Relations Officer, Kyambogo University

Mulindwa Ismail

Acting Director, Basic Education, Ministry of Education

Eric Kreutter

Administrative Director & CFO, Cornerstone

Aramanzan Madanda

Lecturer & Founding Member, Mt. Masaba High School (Educate! Partner School)

Margaret Madanda

Lecturer, Makerere University

William Matovu

Country Director, Uganda, Heifer International

Cynthia N. Mpanga

Country Brand and Marketing Manager, Standard Chartered Bank

Paul Mugambwa

Founder & CEO, Motion Gardeners

Irene Mutumba

Founder/Executive Director, Private Education Development Network; Ashoka Fellow

Peter Nyeko

CEO, Kampala Diplomatic School

Edward Ssebukyu

Acting Commissioner, Private Schools & Institutions, Ministry of Education

Collins Tugumisirize

Managing Director, Afroeducare

Ben Waira

Associate Governor, East Africa Rotary

Jonah Walusimbi

CEO, East African Institute of Learning; Former Head Teacher, Greenhill Academy (Educate! Partner School)



"I truly believe just getting kids to school doesn't serve enough of a purpose – we have to focus on actual outcomes: does the education actually equip them to better their lives, to earn an income. Educate! is one of the few orgs I had come across that thought the same way. I found their approach very 'Google-y': metrics driven with constant iteration and improvements."

Radhika Malpani,
Board Member, Educate!
Engineering Partner, Google

