



EDUCATE!

2017 Annual Report





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Dear Friends,

I'm excited to share with you Educate!'s 2017 Annual Report, which details the activities and accomplishments that your support made possible last year, and looks ahead at what's to come.

In 2017, Educate! surpassed our expansion goals, supported national education systems in Uganda and Rwanda, and learned through new evaluation results that our model has maintained its impact on youth livelihoods at scale. We continued scaling, reaching over 25,000 students intensively with our skills-based model of education, and 370,000 youth total through our direct programs and education reform support. At the same time, we laid the groundwork to implement our model nationwide in Uganda, and in 2018 we will be working in nearly 25% of Ugandan secondary schools. In Rwanda, we successfully completed our second year of supporting the Rwandan government with the rollout of its new national entrepreneurship curriculum.

This progress is made possible by our commitment to rigorously evaluating, iterating on, and innovating aspects of our model to ensure maximum efficiency and scalability, all while maintaining our high bar for impact. Perhaps the most exciting news of 2017 was learning that we have maintained our impact at scale: An external evaluation showed that the Educate! program at scale continues to have an impact similar to our 2013 randomized controlled trial. The results demonstrate that participation in the Educate! program **nearly doubled the incomes**. There was an even greater impact on girls—participation in our program **more than doubled young women's likelihood of being employed**.

While there is a lot to celebrate from 2017, the reality is that more youth than ever before are leaving secondary school unprepared for the realities they will face in the labor market. Now more than ever, the world needs an empowered generation of youth, equipped with the skills

DIRECTOR'S STATEMENT

to lead, to drive development, and to enact positive change in their communities. With as many as six to seven billion youth in Africa going through secondary school between today and 2100, we have both a daunting challenge and a golden opportunity to capitalize on this untapped resource for change.

Reading about young leaders like Abigail, who you'll meet in this report, fills me with optimism. Her enthusiasm, service to others, and passionate advocacy for what's right is exactly what we need to create the brighter future we all hope for. This year, we are projected to grow our impact by 60% over 2017, meaning that we will reach even more young men and women like Abigail. We've grown nearly 20x since 2013, and are making very significant progress toward our Vision for 2024: **to measurably impact one million students, and reach four million students more broadly, across Africa each year.**

"We reached over 25,000 youth intensively with our skills-based model of education."

Thanks to supporters and champions like you, Educate! is working towards becoming the go-to solution for skills-based education reforms throughout Africa. Looking ahead, I'm incredibly excited about the growing potential to impact the future education of millions of youth throughout Africa.

I hope you enjoy reading about our 2017 progress in this Annual Report and that you share in the pride of all we accomplished together.

All the best,

Boris Bulayev

Boris Bulayev,
*Executive Director and
Co-Founder*





CULTURAL TENETS

Youth First

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

Exceeds 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.

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

We tackle youth
unemployment by
reforming what schools
teach and how they teach
it, so that students in
Africa acquire the skills to
start businesses, get jobs
and drive development in
their communities.





THE EDUCATE! MODEL

Educate! is designed to deliver sustainable, lasting change for the greatest number of youth by working within education systems.

We accomplish this in two ways:



DIRECT IMPLEMENTATION

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

Our flagship direct implementation model, the Educate! Experience, provides youth with skills training in leadership, entrepreneurship, and workforce readiness, along with mentorship, to start real businesses at school. Our model is delivered through practically-trained teachers and empowered youth mentors in existing secondary schools.



NATIONAL EDUCATION SYSTEM SUPPORT

We partner with governments to integrate our solution into national education systems in Africa and support with rollout of curriculum reforms.

We target systems-level adoption of our model because we see education reform as the most cost-effective way to make a large-scale, sustainable impact on millions of young people. We provide technical advisory and implementation support to governments enacting skills-based education reforms, starting with Uganda, Rwanda, and Kenya.

CONTRIBUTING TO A GLOBAL DIALOGUE

DOCUMENTARY SERIES:
REBEL EDUCATION

*Uganda's School for Life:
Educating Out of Poverty*

For the first time ever, Educate! was featured in a broadcast television segment! The Al Jazeera English documentary series, Rebel Education, selected us as one of six institutions across the globe that is breaking the mold and creating a radically new vision for 21st century education. Watch the segment on our website at <http://www.experienceeducate.org/video-gallery/>.



CHILDHOOD
EDUCATION:
INNOVATIONS

Breaking New Ground

Our article "Breaking New Ground: Four Key Lessons from Launching Education Innovations in Post-Conflict Environments" was published in the journal *Childhood Education: Innovations*. We describe the challenges we faced and lessons we learned in scaling our model to the complex, post-conflict region of Northern Uganda.



OpenIDEO
AMPLIFY'S
PORTFOLIO OF
INNOVATORS

*A Proven Solution for
Youth Livelihoods*

Educate! was named one of the Six Top Ideas from Amplify's Youth Empowerment Challenge focused on East Africa, becoming one of the newest additions to the Amplify portfolio. More than 550 ideas were submitted on the OpenIDEO platform, engaging the community in a critical conversation with the ultimate aim of developing solutions for the world's most pressing environmental and social challenges.



S4YE &
THE WORLD BANK

*Accelerating and Learning
from Innovations in Youth
Employment Projects*

Educate!'s work in Rwanda was one of 19 innovative projects profiled in a publication by Solutions for Youth Employment (S4YE) and shared on the World Bank's Jobs and Development Blog. The S4YE report highlights Educate!'s model in Rwanda for supporting young entrepreneurs to generate socially responsible business ideas that factor in their community's needs and opportunities.



STANFORD SOCIAL
INNOVATION
REVIEW

*The Half-Truths
That Have Sidetracked
Girls' Education*

Why are we still falling short on girls' education globally, and what strategies are actually working? An article in Stanford Social Innovation Review highlights Educate! as an example of a high-impact, evidence-based program that is making real progress toward fulfilling the promise of quality education for girls.



APOLITICAL

*Ugandan Schools Trade
Traditional Curriculums for
Entrepreneur Training*

Apolitical highlights thought leaders who work with governments to solve the most difficult challenges facing communities. A recent case study profiles Educate!'s innovative model and unique partnerships with African governments to transform education systems at the national level.



2017 in Numbers: UGANDA

502

Partner schools

19,000+

Scholars intensively impacted

170,000+

Youth reached more broadly

11,000+

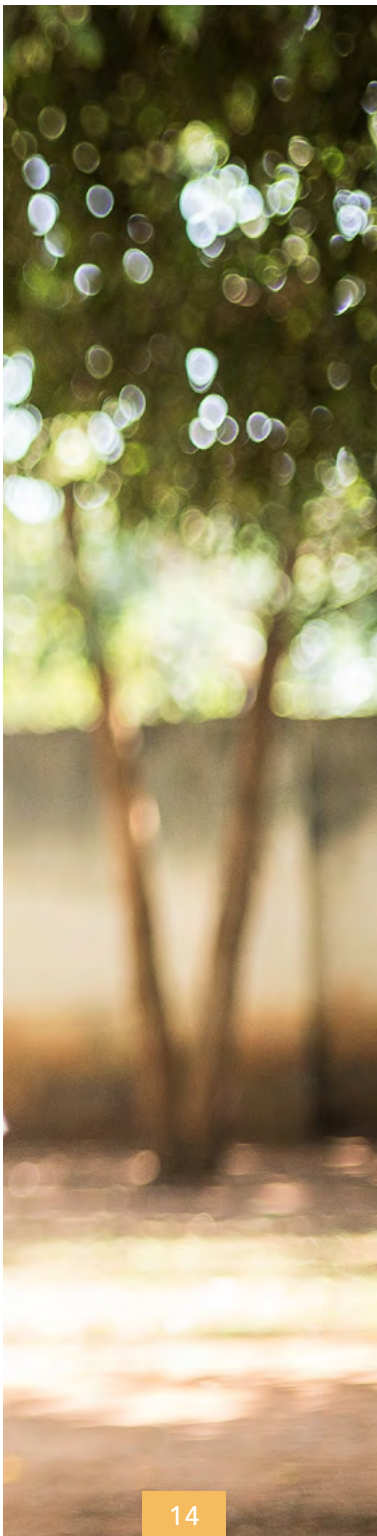
Skills Course lessons taught

99%

Of Student Business Clubs are running
an enterprise

\$58

The average earnings of
Student Business Clubs





2017 in Numbers: RWANDA

102

Partner schools

6,000+

Students intensively impacted

18,000+

Students reached more broadly

126

Teachers trained

100%

Of Student Business Clubs are
running an enterprise

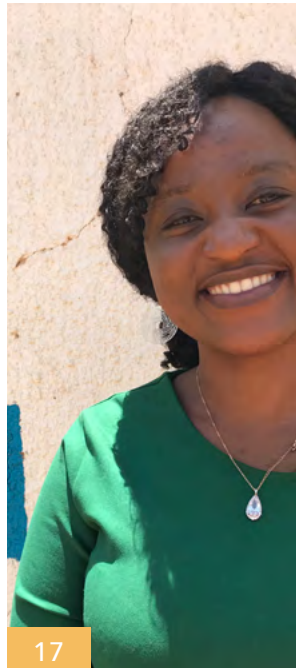
\$68

The average earnings of
Student Business Clubs



Photo: Martin Kharuma

DOROTHY DRIVES CHANGE ACROSS SOUTHERN UGANDA



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Educate! is launching operations in the south of Uganda, and Dorothy Namubiru is the woman leading the expansion in the field. Since her start with Educate! in 2013, Dorothy has been promoted three times in under four years. She's a star leader, relationship builder, and outspoken champion for Ugandan youth. We sat down with Dorothy to celebrate her most recent promotion and to learn about how her work can create a grassroots movement of young leaders and entrepreneurs to drive sustainable development in the South of Uganda.

What's your role at Educate!?

I've just been promoted from a Program Officer [overseeing 18-20 schools] to Program Coordinator [overseeing an entire region]. The South is a new region that we are launching in starting in 2018. In my new role, I'll manage all the Program Officers and the Educate! Experience in as many as 180 schools once we're fully launched, impacting over 7,000 youth.

What has been your biggest accomplishment so far?

My Mentors [Educate! fellows who teach the Skills Course in partner schools and coach students in leadership and entrepreneurship] are my biggest accomplishment. I've known some of them since they were Educate! Scholars and still in secondary school. Many of them had no one who believed in them, and they faced bad times at home and at school. But I trust them, I love them, I believe in them, and I know they are going to reach high places.

My Mentors are striving so hard and doing so well that everyone from their past is surprised to see them now. I'm happy that I learned to bring out the best in them. Now when I meet difficult people, I try to always look for what's good about them. Once I do that, they start believing in themselves too, and they become really great. I love to praise people and celebrate their achievements. I get to do that all the time with my Mentors.

What gets you out of bed in the morning?

Passion has really driven me right from the start. I really believe in Educate!'s mission and I remind myself of it every day: I am developing young leaders and entrepreneurs. I think to myself, "If you don't go to work, you'll be dragging the youth back". At Educate!, every single person in the organization influences the growth of others.

The growth of Educate! motivates me too. We're moving to the West, to the South, to Rwanda, and that motivates me a lot. It means we're working on something really, really huge. I love tackling challenges and finding ways to make things work. I love that each day is different.

What are your hopes for your new role? What do you want to see happen?

I'm very excited for my new role. When I first found out I got the job, I had a million thoughts. How is it going to feel to run a whole region? To lead such a big team? But after that, I had to pat myself on the back. I thought of everything I've done as a Program Officer and how much I have grown, and I realized that I can definitely handle it.

I'm excited about having a different experience with new schools. I know how schools respond to the program in Kampala, but not outside of the city. There will be different challenges and that will be exciting. Also, my mom comes from this region, and I'm really happy to be going back to where my mom grew up. It feels like I'm going home.

What I hope for the youth we work with is that they are very involved in transforming their education. Someday, they are going to tell their children that they played a part in this change. I hope that they are anxious each and every day to make something different, to meet new people, and to grow. I hope they have that drive to create goals for the next few years and to strive hard towards them. I hope they get to learn from me each and every day.

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“Education gives you that brain,
it makes you exposed. It makes you
different. You’ll come to realize it’s
not marriage that is important,
but it is what you have to do for this
world that is important.”

Abigail Chepkwurui

Photo by: Jacob Kabii Njuguna





ABIGAIL LEADS THE NEXT GENERATION

Empowered, ambitious, and brave, Educate! graduate Abigail Chepkwurui is making waves for gender equity and driving change in her community.

“I have to become a Member of Parliament.” For Abigail Chepkwurui, a twenty-year-old Educate! Graduate from Eastern Uganda, this is a goal she’s been actively working toward since before joining Educate!. “I’ll campaign for 2026.”

Abigail is an activist, a community mobilizer, an entrepreneur, and an Educate! Mentor. More than that, she is a young woman who overcame every obstacle in her path—poverty, familial and cultural expectations, gender norms, and access to education—to discover her voice and create the future she imagined for herself.

To achieve her dreams, Abigail had to stay in school, a challenge for a girl from Kween, a hilly, rural district near the Kenyan border. The culture she was raised in is known for cattle herding, farming, and rites of passage that consider limited education and early marriage the norm for women. She worked tirelessly at home, supporting her mother with housework and raising the other children, while also working at the family catering business and studying for her classes in every spare moment. Her father, watching this effort, asked Abigail: Wouldn’t her life be easier if she left school and got married? Abigail refused. “I told my father, ‘I know what I want. I want to be someone. The only way I can do this is to be educated.’”

Abigail pursued her interest in women’s rights activism. She participated in female empowerment programs, including one debate where her team argued, and won, the topic, “should pregnant girls be able to continue in school?” (The cash prize of about \$140 was enough to pay for her school fees.) She also traveled to Kampala to participate in an anti-female genital mutilation symposium led by the Speaker of Uganda’s Parliament.

Learning to Lead

At school, Abigail was actively developing her leadership skills. She was elected for the student leadership position of Head Girl. Soon after, she was invited to become an Educate! Scholar. Abigail was hooked on the Educate! lessons from the start and saw immediately how gaining entrepreneurship and leadership skills could open a path for her to achieve her ambitious dreams.

Soon, Abigail was acting as both the President and Treasurer of the Educate! Student Business Club, while also managing one of their most profitable projects: making snack cakes. The business became so popular that the school administration invited the Student Business Club to sell the cakes to the entire student body during breakfast.

By the time she graduated from secondary school, Abigail was chosen to become an Educate! Mentor, was accepted to university in Kampala, and was a candidate for a competitive scholarship. She had also been invited to teach English and Literature at her school because of her exceptional exam scores (she was the highest scoring female student in the region). Abigail moved to Kampala to begin her undergraduate degree while simultaneously empowering youth as an Educate! Mentor.

“I know I’m a leader,” says Abigail, who aims to drive policy change that will empower young women in Uganda. She hopes to systematize the education, coaching, and support she received throughout her life so that everyone has the opportunities that she did. “I’ve seen a lot and I know what the girl child lacks in my village,” she says. “They still go through early marriages, they still circumcise them. Most especially, I feel girls should be supported—education-wise—because, in our village, they are not all that educated.”

“Education gives you that brain, it makes you exposed. It makes you different. You’ll come to realize it’s not marriage that is important, but it is what you have to offer this world that is important.”

For Abigail, Educate! was a catalyst to realizing her own gifts and strengths. It also provided the foundational skillset that would enable her to become a community mobilizer, a leader, a mentor, and inspiration for others.

Come 2026, we are excited to see Abigail show up confidently, ready to represent her community as a Member of Parliament and drive forward change for young women across Uganda.

Photo by: Jacob Kabii Njuguna





INNOVATING FOR GENDER EQUITY

It's no secret: Girls face unique and greater barriers to success after school as entrepreneurs, in the workforce, and as leaders in their communities. Educate! systematically gives girls the tools to tackle these barriers, so they can improve their own livelihoods and become drivers of development. Results from two external evaluations have demonstrated that our approach works, and meaningfully more for female participants. Compared to their peers in the control group, female Educate! Scholars increased their annual income by 244% and business ownership by 91%.*

In 2016, we embarked on a research opportunity to discover how we can best maintain and build up gender equity as a priority across our organization as we scale. In 2017, we focused on taking what we learned one step further, implementing a comprehensive gender equity strategy across our all of our key stakeholders: students, teachers, government officials, and staff members. Key achievements in 2017 included:

Gender Mainstreaming in Lesson Plans

All Educate! lesson plans in Uganda and Rwanda were written through a gender equity lens, and now emphasize that entrepreneurship skills can be learned, and are not associated with personal attributes such as gender. In 2017, these curriculum updates directly impacted over 19,000 students in Uganda and 6,000 students in Rwanda.

Teacher Mindset Shifts

Our research last year showed that our current gender equity teacher strategy in Uganda effectively shifted teacher perceptions. This year, we expanded on that strategy in Uganda and rolled out a similar strategy in Rwanda. Our goal is to develop an effective approach to training teachers in gender equity to ensure the sustainability of our gender strategy as we work with governments on education reforms. Targeted gender training for teachers has resulted in 409 schools in Uganda implementing a Gender Code of Behavior, through a participatory workshop where teachers co-created expectations around gender and committed themselves to five actions related to gender equity in the classroom.

Gender Balance on Our Team

In 2017, we developed strategies to reduce bias in the recruitment process, set gender ratios for staff recruitment, and trained our staff on gender equity. These efforts have paid off, and we have been able to maintain gender balance on our team as we have scaled. Our current staff gender ratio is 59% female and 41% male, and 80% of our top leadership positions are held by women.

* Read more about our recent evaluation results on page 26

QUASI-EXPERIMENTAL EVALUATION SHOWS EDUCATE! MAINTAINS IMPACT AT SCALE

A key learning goal for Educate! in 2017 was to better understand the impact of our programs at scale. By 2015, Educate! had grown 5x in size since a randomized controlled trial (RCT) demonstrated the Educate! Experience's significant impact in 2013. So, we launched a rigorous external evaluation which sought to learn if our programs held the same standard of impact at scale. We're proud to share that the evaluation found that we are achieving similar impact for graduates of our program, even as we've dramatically increased the number of youth we reach.

The quasi-experimental evaluation, conducted in partnership with BRAC, followed 1,617 students in 52 secondary schools from rural and urban areas in Central and Eastern Uganda. It compared students at Educate! Partner schools who participated in the Educate! Experience in 2015 with students at schools that did not offer the Educate! program, yet were similar to Educate! students across a number of characteristics. BRAC conducted the end-of-program follow up after the close of the of the Educate! course, when students were still in secondary school.

Similar to the results of the RCT, this evaluation found that students who participate in the Educate! program earned nearly TWICE as much as their peers and were more likely to own a business. This evaluation also found that our program led to a statistically significant increase in employment. Additionally, the evaluation demonstrated that our model still helps to close the gender gap: The Educate! Experience had a larger relative impact on girls as compared to boys.

These results show that Educate! continues to achieve our core mission: to prepare youth in Africa with the skills to succeed in today's economy, so that they can start businesses, get jobs, and drive development in their communities.



IMPROVED LIVELIHOODS

IMPACT ON GIRLS

244%

income increase
from a base of \$32.43
in the comparison group

IMPACT ON SCHOLARS

95%

income increase
from a base of \$88.43
in the comparison group

INCREASED EMPLOYMENT

IMPACT ON GIRLS

113%

more likely to be employed
from a base of 9%
in the comparison group

IMPACT ON SCHOLARS

50%

more likely to be employed
from a base of 17%
in the comparison group

INCREASED BUSINESS OWNERSHIP

IMPACT ON GIRLS

91%

more likely to own a business
from a base of 15%
in the comparison group

IMPACT ON SCHOLARS

44%

more likely to own a business
from a base of 26%
in the comparison group



Hellen Namisi
Design & Innovations Manager

DEPARTMENT SPOTLIGHT

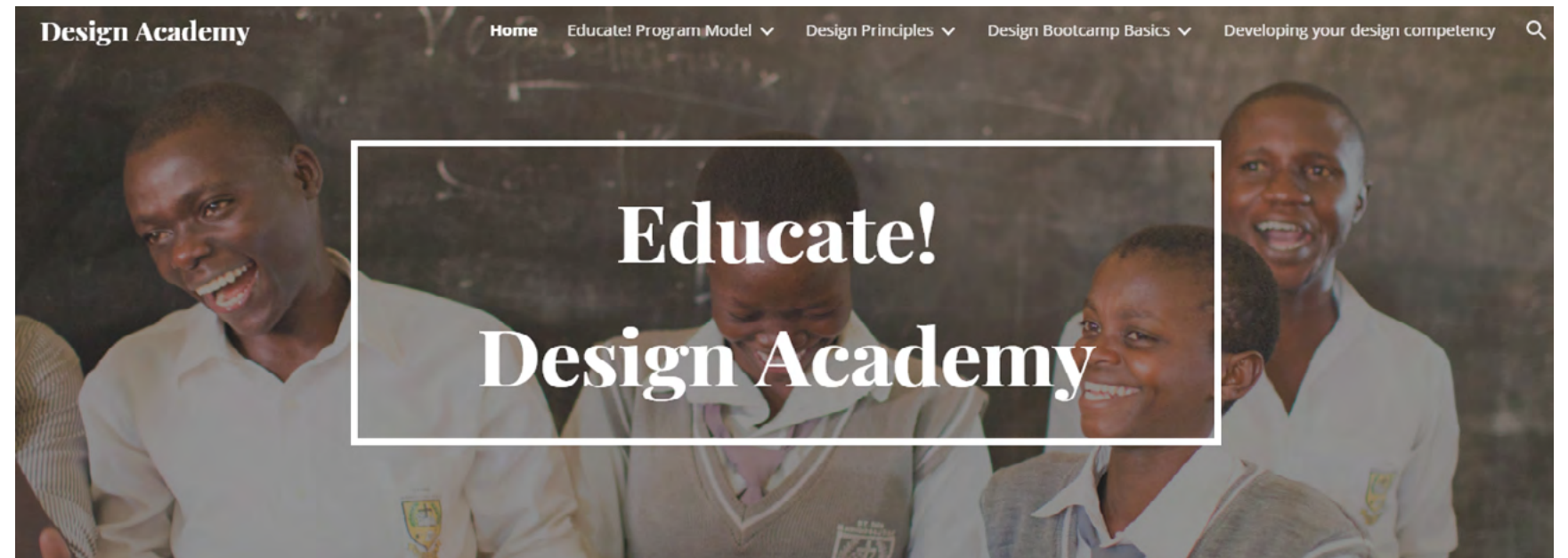
DESIGN AND INNOVATIONS

Our small but mighty Design and Innovations (D&I) team has their hands on every piece of Educate!’s work. They spend their days designing our curriculum for students; orchestrating trainings for Mentors, staff, teachers, and government officials; and running experiments, developing pilot programs, and conducting field research to test new ideas and assumptions. It’s demanding work, but these are the people who lay the foundation for Educate!’s success and who make future growth and improvement possible.

One of D&I’s major projects in 2017 was the launch of the Design Academy. Based on Educate!’s 9 years of experience in curriculum design, pedagogy, and contemporary learning theory, the Design Academy seeks to help up-and-coming designers hone their design skills, develop an understanding of priority skills for youth and educators in Africa, and learn to apply design principles for skills-based education.

Design Academy was born out of Educate!’s need to recruit, train, and retain highly-skilled designers. As we broadened our reach and expanded internationally, we observed an increasing need for a more unified and streamlined approach to training our newly hired designers. Our most senior designers sat down to discuss the challenge, and ultimately developed a set of foundational principles for design at Educate!: Empowering, Humanistic, Impactful, and guided by Backward Design. These foundational principles formed the basis of an online blended-learning platform, where interested individuals and new hires can work through individual lessons and assessments, while also receiving 1:1 coaching and guidance from Educate! design experts.

By “designing for the designers”, Educate!’s D&I team has already seen major impact: staff are more quickly onboarded and have clearer expectations guiding their work, design outputs across the organization are grounded in the same principles and learning philosophy, and managers can provide feedback that links directly back to the same foundational principles and trainings. D&I is excited to roll out Design Academy as a publically-available tool and hopes it will serve as a capacity-building resource for designers around the world.



▲ *Design and Innovations’ Design Academy online platform*

▼ *Scholars reading Educate! curriculum*



SUPPORTERS

\$200,000+

Anonymous

Anonymous

Cartier Charitable Foundation

Dubai Cares

Echidna Giving

Global Innovation Fund

Hampshire Foundation

The Shell Centenary Scholarship Fund

The MasterCard Foundation

\$100,000-199,999

Amani Fund

Anonymous

Blue Haven Initiative

Peery Foundation

Planet Wheeler

Mulago Foundation

Segal Family Foundation

\$50,000-99,999

Arthur Koenig

Bohemian Foundation

Stichting Dioraphte

Imago Dei Fund

John F. and Mary A. Geisse Foundation

Red Empress Foundation

Rwanda Hope Foundation

T&J Meyer Family Foundation

Umsizi Fund

Waterloo Foundation

Zing

\$25,000-49,999

ECOM Foundation

Epic Foundation

Jester Charitable Trust

The Lester Fund

\$10,000-24,999

Amplify - IDEO.org

Eileen Fisher

Helios Investment Partners

Help for Hope

Lisa and David Issroff

Propel Capital

Radhika Malpani

Rik Kranenburg

\$5,000-9,999

Amit J & Vicky L Patel Foundation

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Linda and Tom Schutter

Mission Meats

Ron and Dianne Hoge

Tab for a Cause

Xiao Li

\$1,000-4,999

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Doug Abbey

Enis Moran

Ken Bartels

Kiran D’Souza

Merrill and Leslie Glustrom

Michael McGoldrick

Nick Burnett

Peter Awad

Sharon Perl

Thomas Barry

Vinay D’Souza

Better Lives

A sincere thank you to all our donors, big and small, who contributed during the 2017 calendar year. Your support is unlocking the potential of more youth in more countries to solve poverty for themselves and their communities.

FINANCIALS

Statement of Activities

REVENUE	
Cash Contributions	\$3,875,610
Donated Goods & Services	\$2,450
Investment Revenue	\$36,745
Contract Revenue	\$11,887
Program Fees	\$30,632
Miscellaneous Revenue	\$56
TOTAL REVENUE	\$3,957,380

EXPENSES	
Programs	\$3,302,830
Fundraising	\$317,108
Administration	\$216,550
TOTAL EXPENSES	\$3,836,488

NET INCOME \$120,892

Statement of Financial Position

CHANGE IN NET ASSETS	
Net Assets at Beginning of Year	\$3,378,996
Net Assets at End of Year	\$3,319,936

CHANGE IN NET ASSETS -\$59,060

ASSETS	
Current Assets	\$3,394,257
Fixed Assets	\$0
Other Assets	\$900
TOTAL ASSETS	\$3,395,157

LIABILITIES & NET ASSETS	
Total Liabilities	\$75,221
Net Assets	\$3,319,936
TOTAL LIABILITIES & NET ASSETS	\$3,395,157

GOVERNING AND ADVISORY BOARDS

BOARD OF DIRECTORS

- Boris Bulayev**
Co-Founder and Executive Director, 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
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Mulindwa Ismail
Commissioner, Ministry of Education

Eric Kreutter
Administrative Director and CFO, Cornerstone
- Aramanzan Madanda**
Lecturer in Women and University and Founding Member, Mt. Masaba High School (Educate! Partner School)

Margaret Madanda
Lecturer, Makerere University

William Matovu
Country Director, Heifer International

Cynthia N. Mpanga
Head of Corporate Affairs, Standard Chartered Bank

Paul Mugambwa
Founder, Motion Gardeners
- Irene Mutumba**
Founder/ Executive Director, Private Education Development Network; Ashoka Fellow

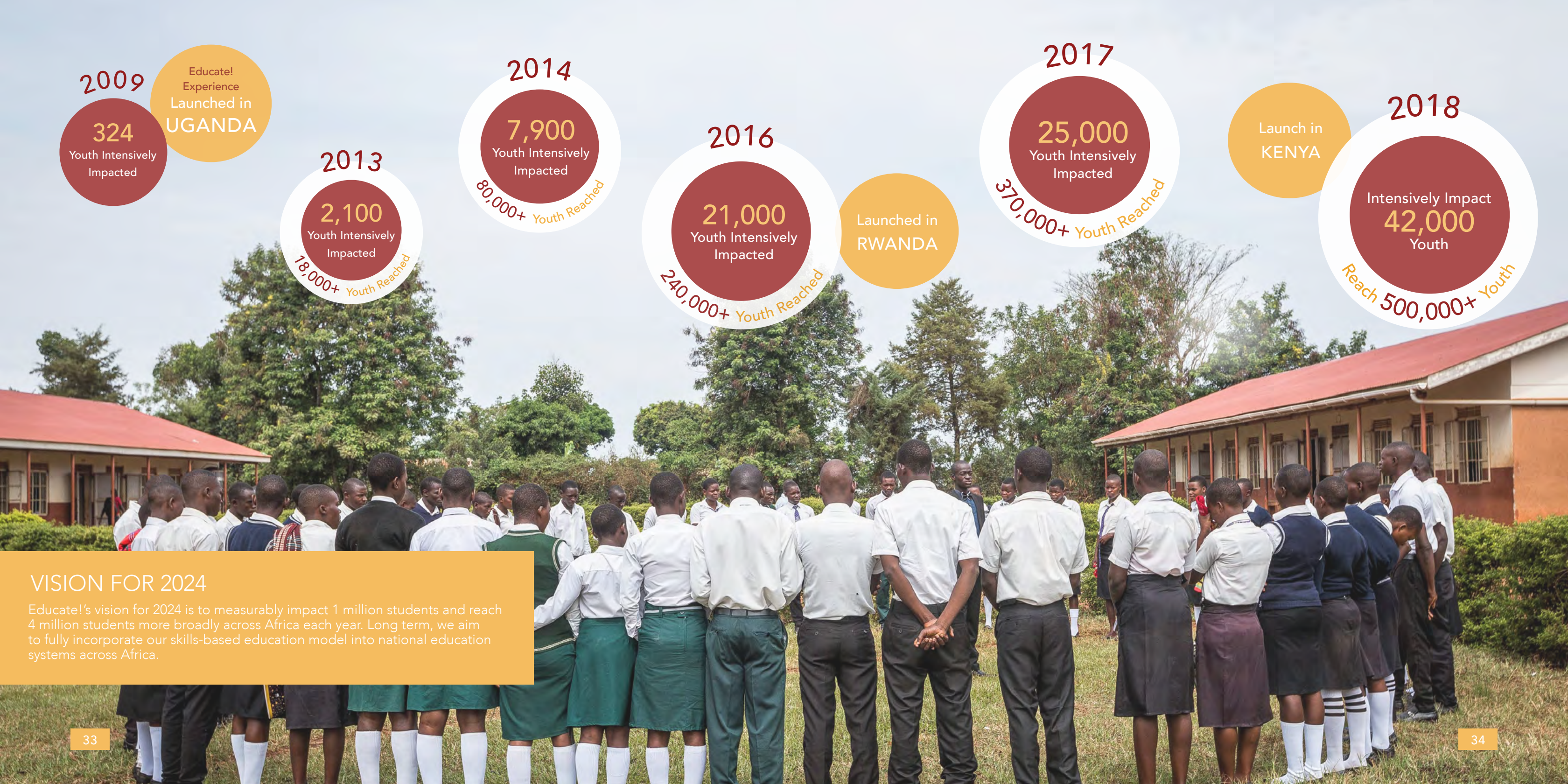
Peter Nyeko
CEO, Kampala Diplomatic School

Aero Lillian Olok
Founder, Generate for Generations

Edward Ssebukyu
Assistant Commissioner of Private Secondary Schools Ministry of Education of the Government of Uganda

Ben Waira
Associate Governor, East Africa Rotary

Jonah Walusimbi
Head Teacher, Greenhill Academy (Educate! Partner School)



2009

324

Youth Intensively Impacted

Educate!
Experience
Launched in
UGANDA

2013

2,100

Youth Intensively Impacted

18,000+ Youth Reached

2014

7,900

Youth Intensively Impacted

80,000+ Youth Reached

2016

21,000

Youth Intensively Impacted

240,000+ Youth Reached

Launched in
RWANDA

2017

25,000

Youth Intensively Impacted

370,000+ Youth Reached

Launch in
KENYA

2018

Intensively Impact
42,000 Youth

Reach 500,000+ Youth

VISION FOR 2024

Educate!'s vision for 2024 is to measurably impact 1 million students and reach 4 million students more broadly across Africa each year. Long term, we aim to fully incorporate our skills-based education model into national education systems across Africa.



Educate!
P.O. Box 12302
Denver, CO 80212

www.experienceeducate.org