



 **Educate!**  
2012 Annual Performance Report

Vision:

A world where African education systems prepare youth to be leaders and entrepreneurs that drive long-term sustainable development.

Mission:

Educate! develops young leaders and entrepreneurs in Africa.

What We Do:

Educate! delivers to 16-20 year old youth within Ugandan schools a practical and relevant model of education, comprised of a leadership and entrepreneurship course, interactive teaching, intensive mentorship, experience starting an enterprise, and access to out of school networks and resources. Through advocacy and direct service in schools, we are working to get our model to be a part of the education system.

Impact:

- Self-Efficacy
- Leadership Initiative and Community Participation
- Small Business Creation
- Improved Livelihoods



Founders Statement

Dear Friends,

In many ways, 2012 represented a breakthrough year for Educate!.

1. Our curriculum and business club model was incorporated into the Ugandan national education system, reaching 25,000 youth.

2. With our curriculum now being taught in classrooms throughout the country, we introduced a new program -- Teacher as Mentor (TAM) -- which trains teachers to deliver the Educate! model directly, revolutionizing the role of a Ugandan school teacher and facilitating system-wide transformation by upgrading the education quality of the whole school.

3. The Ugandan National Examination Board, in consultation with Educate!, changed the national entrepreneurship exam to include a practical assessment of students’ business clubs. In a country where one high-stakes examination determines one’s future, we believe practical examinations begets practical education.

4. Educate! has crossed a new threshold: our goal was to raise \$1 million for the first time in the organization’s history. **With the support of all of our donors, including the remarkable group of people listed in these pages, we exceeded that goal and raised \$1,015,245 in 2012.**

These four accomplishments launch us into the next step of achieving transformational change in Ugandan education to establish a scalable and sustainable model that can be replicable elsewhere. While these represent great national impact, our most significant impact in 2012 was directly on the lives of Scholars.

*Never despise a humble beginning* - Amos Safari

Amos Safari, a Squad 4 Scholar from Kitara Secondary School in Hoima, has always desired to create a poverty-free community. Towards the end of last term, no one knew if this jovial, yet quiet youth

would be in position to complete his exams due to a lack of school fees. Out of concern, his Mentor, Sarah, approached the Head Teacher explaining Amos’ situation. Understanding and compassionate, the Head Teacher permitted Amos to take his end of term examinations on the condition that, during his term break, he would raise the money to cover his school fees. Drawing on his Educate! experience, Amos began looking for a business opportunity that would meet his financial needs, rather than asking others for financial support.

During a mentoring session with Amos, his Mentor discovered that he was keen on starting a salon. Amos didn’t have enough capital though, so Sarah encouraged him to look for investors who could provide the start-up capital he needed to get his business going. For Amos, this meant pitching his business idea until he found someone who was willing and able to invest in his venture. Amos found a friend who gave him hair clippers on the condition that he would pay approximately \$16 USD, at the end of two months. Given that 94 percent of Amos’ peers live on less than \$2 USD a day, this was no small loan. He took the offer with a steely determination to pay it back. Within one month, Amos had paid off the loan and he promptly started buying other equipment for the salon.

Amos then opened up a beauty salon near his school to target fellow Scholars and other community members. At only 19 years of age, Amos has managed to employ another member from his community to work during the day when he is at school as business is most brisk. Amos no longer has the challenge of school fees because every week he is able to earn at least \$23 USD - enough to sustain him and his employee.

The successes of 2012 enable us to transform an education system to foster self-empowerment, leadership initiative, small business creation and better livelihoods for hundreds of thousands of youth like Amos throughout Uganda. We are deeply appreciative of the support of those who have aided us in these endeavors.

Sincerely,

Boris Bulayev, Eric Glustrom & Angelica Towne  
Educate! Co-Founders



What happens when you combine world-class leadership and entrepreneurship curriculum + mentoring + practical experience developing a business?

You develop young leaders and entrepreneurs who are capable of improving their livelihoods, providing employment for others, and addressing the most pressing concerns of their communities!

Educate! is unique because of its long-term goal to have its model incorporated into Uganda’s national education system. **We aim to reach 100,000 students across 1,000 schools annually in 10 years.** We believe this will be achieved through three steps:

**STEP 1: DEMONSTRATE** the model (launched 2009). This proves our model produces the expected outcomes and provides an R&D lab to continuously improve its direct delivery.

**STEP 2: INTEGRATE** the model (launched 2012). In 2012, our curriculum was incorporated into the national education system and we launched Teacher as Mentor (TAM) to support schools onsite to be able to deliver our model themselves. This program trains teachers to deliver a practical and relevant education in their classrooms. It also supports schools to integrate structural changes to the school necessary to create a practical and relevant model of education, primarily introducing mentorship and real enterprise creation through student clubs.

**STEP 3: SCALE** through optimized delivery (currently launching). This next stage focuses on identifying the best way to scale the model and impact established in Steps 1 and 2, to reach 100,000 students annually across 1,000 schools. This includes greatly lowering the cost-per-student in our program, building in revenue generation, and aligning Educate!’s model to the needs of the different types of schools in Uganda.

# How Do We Do WHAT WE DO? Educate! Theory of Change

## What We Do

Work with high school juniors and seniors [16-20 years old]

- Leadership & entrepreneurship course
- Interactive & engaging teaching
- Intensive mentorship
- Experience starting an enterprise
- Exposure to out of school networks, resources, and opportunities



## The Impact

- ↑ Self-efficacy
- ↑ Leadership initiative and community participation
- ↑ Small business creation
- ↑ Improved livelihoods

## We Did What?!

Impacted **4,912 youth** directly through Educate! programs.

Partnered with **56 schools**.

Reached **25,000 students** through the national entrepreneurship curriculum.

Worked in **10 Ugandan districts**.

## Demographic Breakdown

### Gender



### Environment





## Educate! Scholars Making a Difference!

### **Gideon Nkurunungi**

Gideon is from Kabale and attends Katuuso Community Academy, where he is a committed member of the Educate! Club. He joined Educate! last term, and when he went back home during holiday, he discovered that his community had limited safe water sources. Since clean water is scarce in Uganda, Gideon decided to construct affordable safe water tanks using burnt clay bricks and cement.

Gideon mobilized the youth in his community by sharing his vision and together they formed a business to offer clean water services. Their first client was a neighbor who hired them to construct a water tank. Gideon invested \$150 in the construction, and at the end of the project he was paid twice the money that he had originally invested. Gideon was amazed that his idea worked so fast. He plans to invest more time and effort into his company to continue to construct affordable and efficient clean sources of water while providing employment opportunities to other youth in his community.

### **Brenda Akello**

Brenda attends Namugongo Secondary and Vocational School and lives in the northern part of Uganda. She joined the Educate! program one year ago, which has allowed her to recognize the importance of hard work and entrepreneurship. This has led her to develop a vision for herself in the future as a businesswoman! Brenda realized that nutrition was a serious challenge for the people in her community and wanted to help address this. In order to do so, she used her pocket money and created the Peanut Butter Project.

Today, she processes peanut butter and packs it in tins, which she then sells to the community and to her classmates. Peanut butter is high in protein, a nutrient that many people in her community struggle to get in their diets. She was excited to see that students and teachers couldn't get enough of her peanut butter. She also came up with an idea of supplying the school with avocados, which will allow her to make more of an income. Brenda plans to keep extending her vision into the community and provide healthy food at an affordable price.

### **Esther Kayesu**

Esther attends Light High School. She has worked hard to become the school's Head Girl, as well as the Educate! Club Vice President. She lives in Kampala and her vision is to run a mobile money business to provide convenient financial services to her community. Esther believes that in order to be successful, she needs to start on a small scale that can develop into many possibilities.

Currently she doesn't have enough savings for a mobile money business, but she intends to start with a phone charging business because it requires less start-up capital. She will use her own home and power to start the business in the early and experimental phases. She will then use the profits to start the mobile money business.

Her ultimate goal is to create jobs for fellow youth in her community because unemployment is a reality for many people her age. Esther enjoys sharing exponentially and says she wants to empower other youth to start enterprises just like she will. She currently leads a mentoring group for girls in her dormitory, where she organizes weekly mentoring sessions, group team building and feedback sessions. Her role models are Nelson Mandela and Wangari Maathai. She hopes to become a leader and follow in their footsteps.



# Step 1: DEMONSTRATE - *building the model* -

## The Educate! Experience (E! ExP) and Graduate Programs

The E! ExP is our flagship, two-year program that, together with ongoing networks, resources and opportunities afterwards through the Graduate program, seeks to demonstrate and perfect a model to deliver a practical and relevant education that leads to greater self-efficacy, leadership initiative, small business creation and improved livelihoods in Uganda.

### What We Do

Work with high school juniors and seniors [16-20 years old]

Evidence-based leadership & entrepreneurship course

Interactive & engaging teaching

Intensive mentorship

Experience starting enterprise

Exposure to out of school networks, resources, and opportunities

Additional mentorship, training, capital, and partnerships through Youth Business Accelerator



### The Impact



Self-efficacy



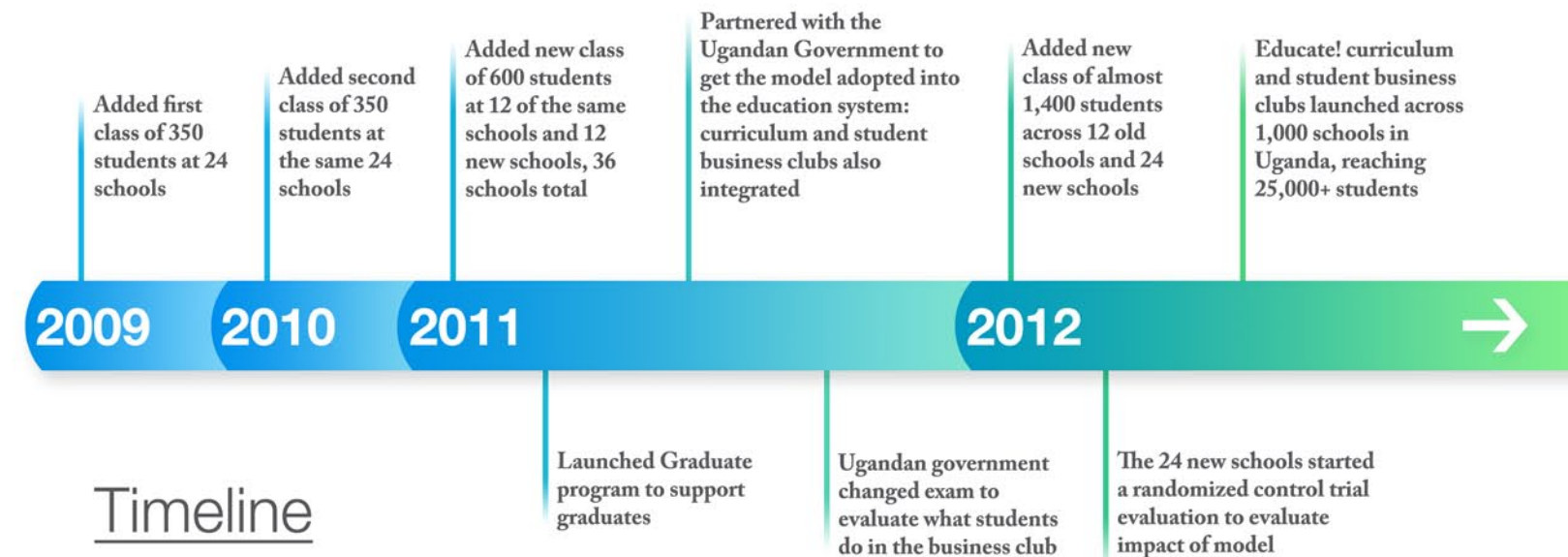
Leadership initiative and community participation



Small business creation



Improved livelihoods



## We Did What?!

### IMPACT At-a-Glance

**94%** of Graduates are either continuing their education, working for someone else, or have started a business.

**56%** of Graduates have a small business and those with a business have earned an average of nearly 100,000 UGX (\$40 USD) per month.

**44%** of Graduates with a small business employ at least one other person, and they pay that person approximately 46,000 UGX (\$18 USD) per month.



## Impact: Leadership Initiative

**81%** of Graduates have volunteered in their community during the past year.

**70%** of Scholars have taken on a new leadership position since joining Educate!.

**49%** of Graduates have advocated for changes in their communities.

**37%** of Graduates have started a community outreach initiative.

**632 social entrepreneurship or community service projects** have been created to address community issues of poverty, disease, violence, lack of education, and/or environmental degradation.

## Impact: Small Business Creation

**1,056 Scholars and Graduates** have started enterprises.

**220 Group Enterprises** have been created with the Student Business Clubs. They generated 13,850,000 UGX (approx \$5,300 USD) in revenue during the 3rd Trimester 2012.

## IMPACT At-a-Glance

**94%** of Graduates are either continuing their education, working for someone else, or have started a business.

**73%** of Graduates are pursuing higher, post-secondary education.

**56%** of Graduates have a small business and those with a business have earned an average of nearly 100,000 UGX (\$40 USD) per month.

**44%** of Graduates with a small business employ at least one other person, and they pay that person approximately 46,000 UGX (\$18 USD) per month.

**25%** of Graduates are employed by someone else, and those with a job have earned an average of approximately 178,800 UGX (\$70 USD) per month.

## We've Got the Model... What Comes Next?

## Step 2: INTEGRATE - *getting schools to deliver the model* -

### Teacher as Mentor Program (TAM)

TAM launched in 2012 to support schools onsite to administer the E! ExP model. TAM trains teachers to deliver the entrepreneurship curriculum in their classrooms and supports schools to integrate all aspects of the Educate! model into the teaching structure. **Step 2: INTEGRATE** is the first step towards shifting the behavior of teachers and administrators within schools, thereby building the foundation for creating systemic change within the education system itself.

### Outputs

High school teachers and administration

Training in interactive and engaging teaching methods

Set up and train faculty in mentorship structures

Start student business clubs and facilitate school faculty to support them

Train faculty to hold teachers accountable for delivering above three outputs

### Outcomes

High school juniors and seniors [16-20 years old]

Interactive & engaging teaching

Intensive mentorship

Student Business Clubs

### The Impact

Graduates of the TAM program develop:



Self-efficacy



Leadership initiative and community participation



Small business creation



Improved livelihoods



## We Did What?!

Reached **1,413 students** through TAM.

Mentored **755 Students** participating in TAM Business Clubs.

Partnered with **16 Schools** to administer TAM.

Trained **90 Teachers and Administrators**.



## Change through Partnership

Educate! partners with the government of Uganda to support their efforts to change the education system. As a result of this partnership with the government, Educate!’s model is on course to becoming sustainable and scaled across the country!

### Success!

1. Educate! has incorporated a majority of its leadership and entrepreneurship curriculum into Uganda’s high school entrepreneurship curriculum so that **25,000 students annually have now signed up for our course which guides students through each step of the process of creating a project to solve a problem they identify in the community.** In addition, students now have the chance to start a business club on campus to create enterprises and projects, and the teacher is encouraged to find mentors in the community for the students.

2. We partnered with the government to create a new national entrepreneurship curriculum exam that evaluates what the students do in their club, as well as what they do in field days when they go out and survey market needs. The exam is the driver of the education system. **Our partnership with the government to change the exam is absolutely transformational because students will now be tested on what they’re actually doing, rather than memorizing, which will drive their education to be experiential and practical.**



## Advocacy Metrics

### We Did What?!

It’s not easy to get an entire government to buy in to our idea of education. Here’s how we did it:

- Held 30 meetings with seven key people
- Facilitated three week-long workshop series with the National Curriculum Development Center and a panel of teachers from across Uganda
- Participated in countless brainstorming sessions
- Culled and incorporated feedback from peers and leaders in the field





## **Educate! Scholars and Graduates Making a Difference!**

### **Walter Musinguzi**

Walter attends St. Mary's High School. When he first joined Educate!, he struggled to come up with a business idea that he felt passionate about. During the course of his time with Educate! and interacting with those around him, he eventually developed the perfect business idea: producing affordable packed milk with his friends and his community. He quickly went to work researching what it would take to make his vision a reality. He now feels he has the skills and knowledge that will give him the ability to start such a business.

Because packed milk is expensive for most people, he hopes to produce milk that will be affordable for all. He feels that this is important because the nutritional value of milk should be available for everyone- not just the wealthy. Walter plans to start his business in a couple of months. He hopes that his business will ultimately make a meaningful impact in his community!

### **Alex Kiyingi**

Alex attended Midland High School and is now a proud Educate! Graduate. He dreams of becoming a social worker in order to help orphans and others in need. With skills learned in the Educate! program, advice from his Mentor and the Educate! Graduate Course, he created the Youth Café. The Café is designed to inspire youth through events and motivational speakers, including successful entrepreneurs.

Alex believes this will positively impact youth in his community. His main goal is to create awareness and share useful information - such as some of the Educate! curriculum. So far, over 100 youth have benefited from the Café.

To sustain the Café, Alex runs a goat-rearing project with the help of other youth in his community. His vision is to see a healthy, empowered, and purpose-driven group of youth. He wants the Café to encourage youth to realize their dreams and prove to the world that they can be changemakers!

### **Francine Nsubuga**

Francine is an Educate! Graduate who is now at University studying journalism. While at Educate!, she created the Best Vision orphanage project, the Break Dance project, and a goat and rabbit rearing project. She currently runs all of the projects (while still in school!), and attributes her success to the networking and leadership skills she received from the Educate! Course.

For the Best Vision orphanage project (designed to empower orphans to succeed in school), she started working with two children three years ago, and today, works with 42 children! As a social entrepreneur, she has decided to help help those that need extra encouragement and guidance.

Being a dancer motivated Francine to start the Break Dance project, giving dance lessons to homeless children in Kampala. Through this project, she won the Tyla Award 2012 (a \$200 grant). With this money, she started her rabbit and goat-rearing project, which is based in Mpigi, with 40 goats and 15 rabbits.





# Research and Development Focus

Educate! believes that continual education and learning are crucial to success. We take that principle seriously – both with our Scholars and with ourselves. In 2012-2013, we have invested in an intensive research and development phase, where we are combining the best, most rigorous ideas from a number of disciplines and from leading organizations around the world to improve our programs and increase our impact.

## We Did What?!

Because there weren’t good metrics in existence to assess our students’ progress, we conducted in-depth interviews with over **100 students and experts** to develop the first comprehensive set of metrics for Ugandan youth.

We want to make sure that we’re doing all we can to best serve Uganda’s youth. But we know there’s a lot we don’t know, so we’re spending 2013 meeting with education organizations and experts, teachers and headmasters, parents and students. Our Country and Program Director recently **spent three weeks in India visiting 19 leading education organizations.**

We’re also **using a design process that synthesizes peer-reviewed research** from Harvard and best practices from

startups in Silicon Valley, with the goal of creating the most innovative and effective program not just in Uganda, but in all of Sub-Saharan Africa.

Furthermore, because we want our programs to incorporate the best research, we are **undertaking a systematic review – a scientific review, coupled with a quantitative meta-analysis, of all available studies of programs similar to ours** – so that we’ll be sure we haven’t missed anything.

And once we’re done, all of this cutting-edge research – the metrics, systematic review, and even our updated, improved programs themselves – **will be shared openly** with partners and organizations around the world.



# Copylefting: It’s Only Right!

## Educate!’s Leadership and Entrepreneurship Curriculum

Educate! developed our two-year leadership and entrepreneurship curriculum with the help of diverse organizations around the world including: **African Leadership Academy** (South Africa), **The Posse Foundation**, **Echoing Green**, **Ashoka** (US), **Cornerstone** (Uganda), **Private Education Development Network** (Uganda), and **Transformative Action Institute** (US). These organizations generously shared their materials with Educate!, and we believe in **paying it forward** by sharing our curriculum with everyone working for a common goal.

We are completely open-source with our curriculum. What does that mean exactly? We copyleft it, the opposite of copyright – to ensure that we have synthesized and developed a curriculum that can have the greatest impact possible around the world!

To give some examples of our copylefting partners: **Congo Leadership Initiative** translated the curriculum to French and has been leading youth through a shortened version of the curriculum for several years. They’re expanding by helping other organizations around the DRC implement the model!

**COBURWAS** uses the curriculum to empower refugees, while the **Apatzingán Valley Institute** in Mexico incorporated the curriculum and Educate! model (including mentorship) throughout their classes.

**AfricAid** translated the curriculum to Swahili and has innovated on the model to empower girls in Tanzania.

**The UN International Labor Organization (ILO), a recipient of the Nobel Peace Prize, incorporated our curriculum into the national education system of Uganda, and used components of the curriculum in their “Know About Business” program. Authored by Bob Nelson and Debbi Brock, Know About Business is implemented in more than 45 countries around the world.**

Educate! also shares the guide we use to train the Mentors with organizations around the world. The Mentors use a relationship-based, student-centered instruction method. By building supportive relationships with the youth, Mentors effectively empower the next generation to lead change. We believe the curriculum is most effective when taught in such a way.

Much of the curriculum can be applied across cultures and many of our copylefting partners tailor the case studies and other aspects of the curriculum to their local contexts.

## Where in the World Are We?

The Educate! curriculum has been adopted by organizations all over the world:







## Letter From the Field

### Solomon Kayiwa, Educate! Graduate Program Manager

*Solomon, has been with Educate! since 2008. He first started as a Mentor with Educate!'s Hoima schools. Today, Solomon trains 400 Educate! graduates from across Uganda and neighboring countries. He provides training and mentorship and leads a supportive peer network and access to capital to help these young leaders and entrepreneurs **turn their ideas for positive change into a reality!***

I am happy to have been a part of the pioneer class of Mentors commonly known as Educate!'s Mentor Class One. Back in 2009, I worked with close to 80 students in the Hoima region for a year following the completion of my training. During this time, I went through an experience I will probably never forget. I remember the first time I walked into the classroom: all the students had really low levels of confidence, believing that creating change was something for older people to do -- people like their parents and other influential people in society. My students were also unable to think outside the box: they never thought about solutions beyond the ones they had seen.

**Two years after receiving mentorship, almost all of my students had become great public speakers.** I remember that half of my class had been appointed into leadership roles in their schools, while many also had projects and ideas that were ready to take flight! I remember one student, Samuel, came to me one day and said,

“I was called to give a speech when I was running for a leadership position, and while I walked to the podium, I felt like I was developing a rush. However, as I walked, I remembered your lesson about public speaking. In just a second, I gained confidence and I gave the best speech at the podium.”

As a Mentor, I learned that youth have great potential and the only hindrances that prevent them from unleashing their potential is lack of mentorship and somebody to believe in them. With the simple words, “**YOU CAN DO IT,**” I have seen many students start great projects. An example is Daniel, who started an energy efficient stove project. Mentoring support pushed him and he was able to build stoves for over 50 households. Today, he is working on training women, who often use these stove, how to build them. My students also **planted 20,000 tree seedlings in Hoima** because they developed the belief that they could do something to counter the environmental degradation associated with the region's oil discovery.

The simple feeling that a **Mentor cares** has also helped push many Scholars to raising tuition to pay for their university education. An example is George, who lost his parents in the LRA war in the Northern region of Uganda. By the time he started high school, he had lost hope. But because he knew he had someone to talk to, with whom he could sit to brainstorm ideas, he was able to pay for his fees at school. George is currently studying to obtain a diploma in Education at a college in Uganda, where he is still funding his own tuition through his fishing business.

As part of my experience in the Graduate program, mentorship has remained a key component. While graduates need other kinds of support such as access to financing, resources and networks, through mentorship, many have been able to acquire the feedback, guidance, and the encouragement they need to create and grow successful initiatives including: George William Bakka, the Anzisha Award winner in 2011 because of the support he received through Educate!. And, Joan, who runs a jewelry business, was able to secure a market for her products so that she now earns a profit of \$100 a month.

As a Graduate Program Manager, **I have learned that youth are like clay: whatever you want to make out of it, you can... *And youth have great potential!*** It just takes someone to believe and support them to unleash this potential. Just a simple “**YOU CAN DO IT**” can empower someone to become a changemaker!

“I have learned that youth are like clay: whatever you want to make out of it, you can... *And youth have great potential!*”

**-Solomon Kayiwa, Educate! Graduate Program Manager**



# Awards and Recognition 2012/2013



## Educate! Awarded the Ashoka Fellowship

The Fellowship is composed of a global community of leading social entrepreneurs, tailored programs and mentorship, and financial support that will help Educate! take important steps towards developing the next generation of leaders and entrepreneurs.



## Educate! Co-Founders Recognized by Forbes

Our co-founders were named to Forbes magazine's Top 30 Under 30 Social Entrepreneurs, joining a cadre of top global innovators and entrepreneurs who are "impatient to change the world."

## Curriculum Launched to over 25,000 across Uganda in 2012

The Ugandan government has incorporated Educate!'s leadership and entrepreneurship curriculum into the national education system, guiding thousands of secondary school students annually in every corner of the country.



## Educate! Members Named Acumen Fund Fellows

Educate! graduates, George William Bakka and Joachim Ewechu, and Educate! staff member, Hawah Nabbuye, were selected for the **Acumen Fund East Africa Fellowship, Class of 2013.**



## Past Awards

# Governing and Advisory Boards

## Board of Directors

TIM ARMOUR - CEO, Cure Alzheimer's Fund  
BORIS BULAYEV - Co-founder and Executive Director, Educate!  
ERIC GLUSTROM - Co-founder, Educate!  
KEVIN HORAN (Incoming Chair) - Vice President, International Lease Finance Corporation  
LISA ISSROFF - The Issroff Family Foundation  
LEONARDO LOCASCIO - Founder and Chairman of Winebow Inc.  
BRIAN MAKARE - Serial Entrepreneur  
JOHN MCDERMOTT (Retiring Chairman) - Retired Professor, Moravian College  
DEREK WITTENBERG - Managing Director at Ion Partners LLC

## U.S. Advisory Board

EDWIN BARBER III - Former Head, U.S. Treasury Office of African Nations  
CRAIG CRAMER - Global Equity Fund Manager  
GRETCHEN DYKSTRA - Former President, 9/11 Memorial Foundation, Times Square Alliance  
JIM ELLMAN - Lawyer  
DEBORAH FARRINGTON - Founder and General Partner, StarVest Partners  
ASH HARTWELL - Professor at Center for International Education, UMass and Education Consultant  
SUE KUNZ - Entrepreneur and CEO, BioVantage  
SETH J. LEVINE - Co-founder, Foundry Group  
ANTHONY MARX - President, New York Public Library  
MATTHEW MURUMBA - Actor  
ROBERT NELSON - Author and Consultant, UN's International Labour Organisation  
ERIC REYNOLDS - Social Entrepreneur and Founder, Inyenyeri  
JOHN ROVEGNO - Former CTO, Synapse  
SCOTT SHERMAN - Executive Director, Transformative Action Institute  
JIM SMITH - Hedge Fund Manager  
KARTI SUBRAMANIAN - Partner, Vera Solutions  
PETER WIRTH - Head of Investment Banking, Keefe, Bruyette & Woods

## Uganda Advisory Board

GRACE BAGUMA - Deputy Director, Ugandan National Curriculum Development Center  
JAMES BULENZIBUTO - Founding Member, Elimu Trust and Public Relations Officer, Kyambogo University  
PETER KASENENE - Former Minister of Privatization, Government of Uganda and Founder, Thomas More Leadership Institute  
MARTIN KISAWUZI - Founder & Director, Busiro Modery Academy and Credit Officer, Centenary Bank  
TIM KREUTTER - Founder & Director, Cornerstone  
ERIC KREUTTER - Cornerstone  
EMILY LUTYENS - Former Country Director, Educate!  
ARAMANZAN MADANDA - Lecturer in Women and Gender Studies, Makerere University and Founding Member, Mt. Masaba High School  
IRENE MUTUMBA - Founder & Executive Director, Private Education Development Network and Ashoka Fellow  
PETER BENHUR NYEKO - Director, Benconolly Pejj Limited  
EDWARD SSEBUKYU - Assistant Commissioner of Private Secondary Schools, Ministry of Education of the Government of Uganda  
COLLINS HY TUGUMISIRIZE - Founder & Executive Director, Afroeducare  
BEN WAIRA - Associate Governor, East Africa Rotary  
JONAH WALUSIMBI - Head Teacher, Greenhill Academy  
LESLIE WEIGHILL - Founder & Director, The Real Uganda  
MARGARET WOKURI - Columnist, The Daily Monitor and Founding Member, Mt. Masaba High School



# Thank You!

We would like to acknowledge and thank the following individuals and entities for their invaluable support during the 2012 financial year:

## \$25,000+

Anonymous  
Anonymous  
Cubit Family Foundation  
ECOM Foundation  
Halloran Philanthropies  
Forward Foundation  
International Labour Organisation  
Project Redwood  
Segal Family Foundation  
David Tice  
Ward Watson  
The Youth Employment Network

## \$10,000-\$24,999

Anonymous  
Ashoka  
Bedrock Foundation  
Ed and Amy Brakeman Gift Fund  
Global Fund for Children  
Jane and John Hepburn  
David and Lisa Issroff\*  
Arthur Koenig  
Kathleen Pattillo  
Red Empress Foundation  
Linda and Tom Schutter  
The Marty Tomberg Charitable Fund, a part of the Tomberg Family Philanthropies

## \$5,000-\$9,999

African Leadership Academy  
Leonardo LoCascio\*  
Marco LoCascio  
John and Emily McDermott\*  
Wade Foundation  
Peter Wirth

## \$1,000-4,999

Doug Abbey  
Tim Armour\*  
Ken Bartels  
Bronx Rotary Club  
Win Browning  
John Caldwell  
Carter Family Foundation  
Central Coast United for a Sustainable Economy  
Ross and Carol Chenot  
Suzanne Cross  
Avi Das

Vinay D'Souza  
Envision EMI  
The Flagg Foundation  
The Glickenhau Foundation  
Ron and Dianne Hoge  
Brian and Claire Makare\*  
Charmel Maynard  
Michael McGoldrick  
William Muecke  
On the Pulse  
Manny Palugod

Shep Perkins  
Trevor Price  
Private Education Development Network  
Gregory J. Schick  
Tom and Nancy Somodi  
Arvind and Parul Subramanian  
Steven K. Townsend  
Bruce Watson and Sandy Selinski  
Paula Watson  
Derek Wittenberg\*  
Don and Ellen Zack

\*Board Member

## In Memoriam

It is with the deepest gratitude and sincere appreciation that we extend our condolences to the family of Ward Watson, who passed away on March 17, 2013 in Halifax, Nova Scotia. In so many ways, Ward laid the foundation for Educate!, to be co-founded by his grandson, Eric Glustrom. Not only has Ward’s model been greatly influential in Eric’s life, but Ward and his wife, Paula House Watson, are Educate!’s longest-standing and most generous individual donors. During WWII, Ward served in the Royal Canadian Navy where he protected convoys crossing the Atlantic to support the European front. Shortly after the war he and Paula married and Ward began his career at Cargill where he worked his way up from an entry level position to one of leadership within the company. Ward retired to Nova Scotia in 1984 after a successful career characterized by integrity, commitment, and service.

Ward and Paula’s unrivaled generosity over the years has helped shape this organization’s mission and grow our impact, leaving an indelible mark on the story of Educate! and the lives of all those that we touch. For this, we remain eternally grateful.

Ward’s values of integrity, commitment, and service will live on through the Scholars, Mentors, and staff of Educate!.

## Statement of Activities

1/1/2012-12/31/2012

<b>Revenue</b>		
Individual		289,106
Corporate		10,754
Foundations and Trusts		553,955
Special Events (less cost of direct benefit of \$14,765)		11,976
Earned Income		3,123
Misc Income		981
<b>Total Revenue</b>		<b>\$869,894</b>
<b>Expenditures</b>		
Programs		656,099
Fundraising		112,324
Administrative		35,864
<b>Total Expenses</b>		<b>\$804,288</b>
<b>Change in Net Assets</b>		<b>\$65,606</b>

## Statement of Financial Position

As of December 31, 2011

<b>Assets</b>		
Bank Accounts		536,529
Fixed Assets		5,895
Other Assets		10,994
<b>Total Assets</b>		<b>\$553,418</b>
<b>Liabilities and Net Assets</b>		
Unrestricted Net Assets		365,063
Temp Restricted Net Assets		99,278
Net Income		65,606
<b>Total Equity</b>		<b>529,947</b>
Total Liabilities		23,471
<b>Total Equity and Liabilities</b>		<b>\$553,418</b>



# Transforming Education

What does it mean to *EDUCATE!*?

## **EDUCATE! means to improve livelihoods and life outcomes.**

Education must serve the purpose of preparing students to improve their lives and their communities, and directly lead to positive life outcomes. A relevant education must be grounded in the most necessary and applicable skills, preparing the next generation to improve their lives immediately and ultimately improve livelihoods for themselves and their communities.

## **EDUCATE! means to provide experiential learning.**

Experience-based learning is what makes an education practical. People learn best when they can apply the knowledge they have gained directly to their lives. It is experience that is the best teacher. Experience is necessary in order for young people to build the skills necessary to lead change and create jobs.

## **EDUCATE! means to provide continuous support.**

In order to develop leaders with the confidence and persistence they need to succeed, we believe it is necessary to support them across a long period of time. Our core programs begin at the start of the last two years of secondary school and provides ongoing support past graduation.

## **EDUCATE! means to foster powerful relationships.**

As the great African proverb says "If you want to go fast, go alone. If you want to go far, go together." It is for this reason that we believe education is not just about information, it is about relationships. Teachers who also act as Mentors allow students to feel supported enough to take risks, motivated to persist in the face of challenges, and confident in the guidance they receive.

## **EDUCATE! means personal development.**

Developing our students' confidence, supporting them in overcoming personal challenges, and guiding them towards a personal vision is the foundation for their futures as leaders and entrepreneurs. This foundation will give them drive they need to realize the vision they have for their country.

## **Educate! is an experience that changes lives and transforms a system.**

**\$35** shares the Educate! Experience for **a month**.

**\$140** shares the Educate! Experience for **a trimester**.

**\$420** shares the Educate! Experience for **a year**.

**\$840** shares **the entire Educate! Experience!**

To support our Scholars today, please visit [www.experienceeducate.org/invest](http://www.experienceeducate.org/invest)

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

**Educate!: Developing Young Leaders and Entrepreneurs in Africa**

