

2019

ANNUAL REPORT

Lessons for Lasting Impact



By 2100, nearly **50%**
of the world's youth will live in Africa.*

Educate! believes that by redefining secondary education we can equip youth with the skills to disrupt the systemic problem of youth unemployment.

Educate! partners with youth, schools, and governments to design and deliver solutions which give young people in Africa the skills to attain further education, overcome gender inequities, start businesses, get jobs, and drive development in their communities.



Lessons for Lasting Impact

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As we all work to navigate the unprecedented challenges that 2020 has brought into our lives and communities, we wanted to share a heartfelt thank you from the entire Educate! family, and take a moment to recognize the progress we made together in 2019. Even with the uncertainty and fear this pandemic brings, we can all still find reasons for hope, gratitude, and even optimism.

Educate! was founded based on our shared belief in the power of young people to change the world, and the belief that all youth, no matter where they are born, deserve a quality education that provides them with the essential skills to pursue opportunity and realize their potential.

It's hard to believe that was over ten years ago. And as we reflect on our journey in this year's Annual Report, we want to express our sincere gratitude to you for enabling Educate! to create meaningful impact in the lives of tens of thousands — and one day, we hope, millions — of youth.

While 2019 was a stellar year for us by many measures, it was also a significant period of learning and growth and research and development. Perhaps most importantly, it was a year that positioned us for the challenges and opportunities ahead, as we've found that even times of hardship can be fertile ground for innovation and creativity. Educate!'s key activities and accomplishments in 2019 included:

- **Sustainably scaling our reach, including to out-of-school youth:** We continued to design, deliver, and scale our evidence-based solutions, expanding our reach to out-of-school youth for the first time, while measurably impacting over 46,000+ youth across 1,000 schools — making us the largest youth skills provider in East Africa!
- **Exciting evaluation results:** How exactly does Educate! give youth the skills to succeed in life? Results from a four-year evaluation of the Educate! Experience shed light on these questions as graduates demonstrated improvements in skills, education, and gender-related outcomes.
- **Global engagement & recognition:** In 2019, Educate! leaders and staff engaged extensively with the global skills and youth development ecosystem. We were featured in the BBC series “People Fixing the World,” selected as an inaugural member of the Million Lives Club, and honored to receive a Transforming Lives Award as recognition for our contributions to the UN's Sustainable Development Goals.

In the ten-plus years of operating our flagship model in schools, we've confronted complex challenges, learned hard lessons, and acquired important new insights — all of which play a crucial role in enabling us to evolve our strategy to continue delivering cost-effective and sustainable solutions for youth. As we set out to tackle a new type of challenge in 2020, we believe this is a critical moment for Educate!, as we now have more evidence of our impact than ever before and the opportunity to deliver it at a time when youth need it most.

Now more than ever, the world needs a generation of empowered youth to lead it — and the skills, opportunity, and impact a quality education provides will be crucial to rebuilding communities and economies, ensuring health and security, and charting a new way forward.

All the best,

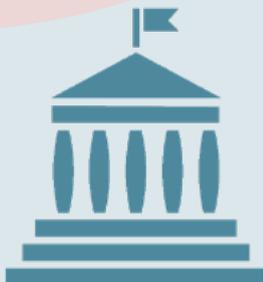
Boris Bulayev,
Chief Executive Officer (CEO)
& Co-Founder

Angelica Towne Amporo,
Chief Strategy and Innovation Officer (CSIO)
& Co-Founder

WAYS WE WORK

Redefining education for youth has led us to design and deliver evidence-based solutions at three levels, all with careful attention to their impact, cost, and sustainability.

1.  **School Solutions**
Workforce readiness, entrepreneurship, and 21st century skills training implemented directly in schools

2.  **Education System Solutions**
Partnerships with governments which seek to integrate skills-based education into national education systems and support national curriculum reforms

3.  **Out-of-School Youth Solutions**
Industry and target group-specific skills bootcamps for youth who cannot access secondary school

By creating skills-based education and employment solutions that change what young people learn and how they learn it, **Educate!** is empowering youth across Uganda, Rwanda, and Kenya with the skills to realize their potential.



2019 Impact

46,000+ students

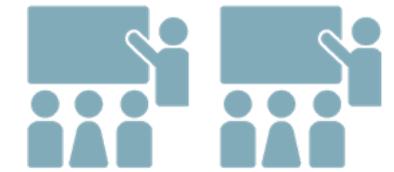
were measurably impacted via our skills-based education and teacher training models in



1,000+ schools



2,000+ teachers & admin



received trainings on active, student-centered pedagogy



Educate! partnered with 800+ schools in **Uganda**



Educate! partnered with 275+ schools in **Rwanda**



Educate! piloted a new subject in 65 schools in **Kenya**

10 YEARS

In 2019, Educate!'s flagship model in Uganda celebrated its 10th year, and we became the **largest youth skills provider in East Africa**.

Since 2009, we have measurably impacted over **160,000 youth**.



Nearly **half a million** students

were reached more broadly through our education system reform work – over 470,000

Understanding Educate!'s Impact on Girls

Today, equipping youth with the skills needed for the 21st century is recognized as both a critical and timely mission. Yet, evaluating these skills in adolescents can be challenging. How do you measure a young person's leadership skills? What about creativity, or the grit and resilience needed to be an entrepreneur? While assessing these skills requires a significant investment of time and resources, we believe it is paramount to understanding how to best prepare youth for today's rapidly changing world.

Educate! targets improved life outcomes for youth, and for us success means creating meaningful, measurable impact on their lives. Over the last 10+ years, we've sought to uphold our values of continuous learning and improvement, enlisting help from leading researchers in the field to answer the question: How does Educate! improve youth life outcomes?

Over the course of 2017 and 2018, Educate! partnered with researchers at the University of California-Berkeley, the World Bank, and Innovations for Poverty Action to conduct a follow-up Randomized Controlled Trial (RCT) on our School Solution model in Uganda. This evaluation measured our impact on students four years after completing the Educate! model. **To our knowledge, it is the first evaluation in Africa to causally link soft skills training to improvements in life outcomes.**

The RCT demonstrated that youth who graduate from Educate!'s flagship in-school model experience improvements in soft skills acquisition, educational attainment, and important gender-related outcomes or "social spillovers." While we know our graduates excel in many areas after school, the evaluation sparked exciting new learnings about Educate!'s impact on gender equity and girls' empowerment.

Breaking Down Barriers:

How skills-based education can help girls thrive in life after school

Over the last ten years, we've been moved by the extraordinary ways our female students have broken down gender barriers and taken action to enact positive change. From young entrepreneurs and innovators to scientists, educators, and activists, Educate! graduates have gone on to be change-makers in their communities.

While we know the youth we work with leverage their skills to shine in many capacities after school, we were surprised to receive exciting new evidence in 2019, which suggests that Educate! is more effective at tackling gender inequity within girls' lives and promoting positive gender-related outcomes than we had expected. Here, we unpack our theories as to what prompted these results and explore why it matters, with implications for others working in the youth skills ecosystem as well as anyone looking to support girls in achieving their full potential and capturing their goals.

These results command attention, as successful interventions of this type do not abound.

Luis Benveniste, World Bank

Educate!’s Gender Equity Outcomes

Through a randomized control trial (RCT) measuring the impact of our model on young women four years after graduating, we found a number of significant “social spillovers”— impacts which span multiple areas of a young person’s life. We learned that Educate! led to notable improvements in young women’s educational attainment as well as gender equity-related outcomes: virtually closing the gender gap in secondary graduation rates and increasing females’ likelihood of attending university and pursuing higher-earning degrees. Coupled with these outcomes, the RCT showed a reduction in intimate partner violence (18% decrease for women), delayed childbirth (21% decrease for women and men), fewer children, and increased joint decision-making in a relationship. Our model encourages young men to be equal partners in challenging inequality and dismantling barriers that hold girls back, and the RCT found that this positively shifted boys’ perspectives regarding their female peers — gender attitudes were more egalitarian. After participating in Educate!, young men further recognized women’s value and roles in society as well as a woman’s right to safe and consensual sex.

The reason these results are particularly powerful has a lot to do with the context in which they take place. While strides have been made towards gender equity in Uganda, many social and economic barriers exist for women and girls. Girls continue to have far less access to education, and women face a significant wage gap compared to men in the labor market. Women and girls also experience high rates of IPV: 56% report having experienced physical and/or sexual violence. The prevalence of gender-based violence carries high social and economic costs not only for women but for entire communities. Violence can trap families within intergenerational poverty, and it is often the poorest women who are the most exposed to violence—perpetuating a pervasive cycle.

Women and girls are a powerful force for change in this context. Their decisions around partner selection, family planning, educational attainment, and labor market participation can shape the trajectory of their lives as well as their family’s for generations. We were thrilled to learn about the impact of our model in these areas, and with stakes this high, we know it’s important to understand what prompted our results.

What Drives Educate!’s Impact on Girls?

This evaluation of our model, four years after participation, suggests that Educate! empowers girls in the long term, enabling them to exercise agency throughout their lives. We believe the core driver of these outcomes is Educate!’s innovative curriculum coupled with the structure of our solution in Uganda. We engage an equal number of girls and boys together in the classroom because we know it’s critical that boys understand these concepts too and are partners in challenging gender injustice. We’ve developed a student-centered model that places girls at equal footing, while teachers and youth mentors trained in gender equity facilitate a safe and equitable space for experiential learning.

Young women are
18% less
likely
to be threatened
or a victim of
domestic violence

Our curriculum was developed with gender responsiveness at the forefront, and our model blends a combination of soft skills, such as improved grit, creativity, and self-efficacy, alongside practical application. For example, our lessons include real-life case studies that encourage youth to think critically about gender. We also recognize the power of representation. In an environment where few women occupy entrepreneurship and teaching spaces, we intentionally recruit female Mentors for our students, who act as role models for both male and female students to look up to. Mentors are trained to prompt girls to speak in front of the class, encourage girls to hold leadership positions at school, and combat the socialization of girls to be quiet and demure. Together, these components create the social spillover impacts that our RCT evaluation found.

Redefining Education to Empower Girls Globally

We know, and countless examples globally have shown, that when you invest in girls and empower them to engage actively in decision making, everyone benefits. Women raise their own living standards as well as the standards of those around them. A woman with a secondary or tertiary education can expect to earn two to three times as much as a woman with no education—and these are earnings she will invest back into her family. When girls are educated and empowered, families get healthier, economies grow, and cycles of poverty are broken. *By all accounts, life gets better.*

We believe the social spillovers shown in this study provide valuable insights into how to facilitate equitable and impactful learning, as the results from our evaluation show a meaningful impact on girls’ life outcomes — all without explicitly targeting these outcomes. These results suggest that by redefining the education young people receive, we can empower youth not only with the skills to navigate life after school but to become effective allies in breaking down barriers that hold girls back.





BBC features Educate! in Series “People Fixing the World”

How exactly does Educate! prepare youth with the skills to succeed in today’s economy? This episode of the BBC podcast series “People Fixing the World” features an in-depth look at the challenge of youth unemployment and how Educate! is working to address it.



Kenya Program Director Speaks at Education World Forum

Educate!’s Kenya Program Director Diana Mwai was invited to speak at the world’s largest gathering of education and skills actors, where education pioneers, policy makers, and experts gathered to debate future education policy.



Council on Foreign Relations Roundtable

Educate!’s Executive Director was invited by the Women and Foreign Policy team at the Council on Foreign Relations to share Educate!’s innovative gender equity strategy and impact at a roundtable on women’s education and economic empowerment in East Africa.



WISE Highlights Impact-Driven Innovations Leading the Way

How can we adapt education so that tomorrow’s workforce can confront new challenges? In a World Summit for Education Special Focus feature on Impact-Driven Innovation in Education, Educate! proposes solutions to the sector’s biggest challenges.



Board Members Pen African Unity Starts with African Youth

Written by Educate! board members Nicole Goldin and Dzingai Mutumbuka in celebration of Africa Day, the article explores the idea that youth are Africa’s greatest unifying resource, with the potential to drive the progress that Africa Day exists to honor.



Educate! Gender Expert Presents at UKFIET in Oxford

Educate! Uganda Country Director and 2018 Global Echidna Scholar, Hawah Nabbuye, presented at the Education and Development Forum, UKFIET, in Oxford alongside fellow Global Echidna Scholar, Christine Apiot. Hawah shared her current research examining girls’ education policies in Uganda and the two shared insight into how to build more inclusive education systems.



Strategies for Sustainability Shared at International Education Conference

Educate!’s Monitoring and Evaluation Director Meghan Mahoney and Head of Program Implementation Modern Karema joined researchers, practitioners, and policy makers from around the world at the Comparative and International Education Society (CIES) annual meeting, sharing their expertise on the theme of Education for Sustainability.



Design School: Setting the Experience Bar for Evidence-based Design

As we work to reinvent and redefine traditional secondary education, we are committed to continuous learning and sharing the lessons we learn with others in our space. Our goal is to further best practices within the youth skills conversation and use our insights and research to build a robust body of evidence that other implementers can leverage to serve youth. We believe that education should be tied directly to improved life outcomes for youth, and our Research and Development (R&D) efforts ensure we continue gathering the evidence that allows us to strengthen this link by iterating upon what works.

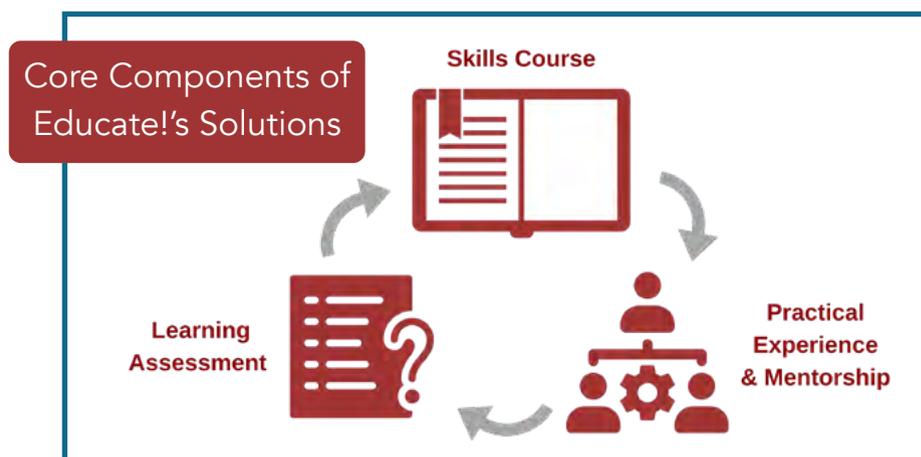
Our obsession with impact and with making evidence-based decisions led us to create an “Experience Bar.” This measurement tool helps us to connect Research to Development: ensuring our Design Team integrates the key components youth should “experience” to replicate the impact our proven in-school solution has produced. As we’ve continued to create scalable student-centered solutions across contexts, we have found it critical to ground these models in evidence by defining the learning experience that has led to improved life outcomes for youth according to our rigorous evaluations.

The Experience Bar details the activities which fulfill each of our core intervention components — including 1) practical instruction on leadership and entrepreneurship skills, 2) hands-on practice and mentorship, and 3)

continuous feedback and learning assessments — as well as the duration and quality needed to successfully fulfil each. Overall, the Experience Bar details the minimum youth intervention needed to lead to the impact described within our Theory of Change.

You could think of our Experience Bar like an old family recipe: You know that by following the recipe — putting in certain ingredients in the right amounts and in the right order — you’ll make a delicious dish. In the same way, Educate! knows that by following a tried and tested recipe (our Experience Bar) we will guarantee our desired outcomes (meaningful impact on youth).

Each of Educate!’s models are designed to meet this Bar by leading young people through a variety of tested experiences, which through rigorous evaluation, we know lead to impact. Each model is then measured using an impact evaluation or rigorous quantitative and qualitative analysis. If a model successfully delivers the components of the Bar and demonstrates learner impact, we will continue scaling the solution, innovating on its delivery to strengthen impact and increasing its cost-effectiveness. If results show that the model falls short of Educate!’s standard for impact, we invest in additional R&D to identify which components can be strengthened to ensure we are providing youth with the long-term life skills we intend.



Case Study From the Field: Applying the Experience Bar to Support Teacher Training

In 2019, this tool played a critical role in guiding our strategy in Kenya when our team was faced with complex regulatory challenges implementing a new pilot program. While working to support the government on the design of a new subject within Kenya’s competency-based curriculum, we were met with unanticipated obstacles, including new regulations that barred external actors, like our youth Mentors, from entering schools. Mentors are the key pathway for delivering Educate!’s Experience Bar: They guide youth through activities, enhance learning, and, in the case of our pilot model in Kenya, provided vital support to teachers as they learned new student-centered teaching methods. By examining the important role Mentors play in delivering our Experience Bar, we were able to critically assess the potential sustainability and effectiveness of the pilot without this key ingredient of our Theory of Change. We recognized that without Mentors, or any adjustments to compensate for their absence in schools, we wouldn’t be able to meet our Experience Bar in this pilot.

Without youth Mentors, we needed another actor to help us meet the Experience Bar by delivering student-centered instruction, supporting Student Business Clubs, and providing youth with guidance. We saw that teachers could assist with these activities; however, they would need additional support. Using the Experience Bar as a key tool, our Design Team explored creative new options, including developing new technology-enabled pedagogical support for teachers using the mobile platform Whatsapp. Using videos to deliver teacher professional development sessions on Kenya’s new curriculum as well as pre- and post-training calls between Educate! staff and teachers, our team worked to support teachers’ adoption of the updated curriculum’s student-centered pedagogy, without in-person Mentor support. This strategy proved successful. So successful in fact, that we soon adopted this approach in Rwanda, where it became a component of our teacher support program, and unknowingly helped us prepare for the COVID-19 school closures that would follow in 2020.

Young Leaders Driving Change

"I want to help people around me. That is what inspires me and what has always been at the back of my mind. The clinics are the ultimate realization of my aspirations."

Daniel Okurut is a former Educate! Scholar in Western Uganda. Today, he is a budding young entrepreneur and Educate! Youth Leader, with aspirations to give back to the next generation of young people in his community. In secondary school, Daniel served as President of the Student Business Club. Under his leadership, the Club launched a new enterprise building and selling clay cooking stoves, which are safer and more efficient than other stoves on the market. After graduation from secondary school, Daniel continued to follow his passion for helping others and earned a degree in medical technology. Soon after, he opened a rural health clinic in his community. Today, he splits his time between his role as a Youth Leader and his clinic, where he employs two people and conducts 350 checkups a month.



Daniel



Paul

"We are looking to prepare these kids to face the future because we're in a global economy, which is really changing. And these skills are very, very paramount."

Paul Bbosa is a Senior 3 teacher at Entebbe Secondary School in Uganda. A passionate and energetic individual, Paul is determined to prepare his students with the 21st century skills they need to navigate life after school. Paul teaches a business and entrepreneurship course, which aims to support his students in building confidence as well as thrive in today's challenging employment landscape. "[Educate!'s teacher training] has helped me help the learners," he said. "But it has also helped me grow professionally and personally."

In Western Uganda, students from Hoima Secondary School are hard at work developing a business model that not only creates a profit but benefits their community at large. In addition to producing and selling crafts, liquid soap, and snack foods, the Club also facilitates skills-based trainings for community members. Recognizing that individuals in their community struggle to mobilize the resources to start a business, the Club began teaching product-making skills which do not require substantial capital to get started. Most recently, the Club launched the "Good Samaritan Project", which provides small loans to young entrepreneurs to help get their businesses off the ground.

Hoima



"I like mobilizing and empowering other students. I lift students who are weak and help make them stronger. As a leader, I recognize that it is my duty to empower and energize those around me."



Martine

In Eastern Rwanda, the Business Club at Agahozo-Shalom Youth Village offers a wide variety of services for their community, including photography, videography, and fashion design. While Club members work together to build their business as a team, they've also leveraged skills learned through the Club to pursue their own goals and follow their passions. Martine, an active and dedicated member of the Club, runs a business employing out-of-school youth and single mothers in her community. When asked about her plans after graduating from secondary school, Martine replied, "I'm in it to win it. I don't want to see other women in my community struggle."

"I'm in it to win it. I don't want to see other women in my community struggle."

Implemented in
73 countries

450+
downloads

From its debut in 2009, our Skills Course curriculum has been completely open-source to create the greatest impact possible around the world. We're honored to share a bit more about the effects of its adaptation and use from a couple of incredible organizations.

Educate!'s Curriculum Across Contexts

Spanning **6** continents

Across a variety of disciplines



Instituto del Valle de Apatzingán *Michoacán, Mexico*

“We are a local educational institution (from preschool to university) which operates throughout the Apatzingán Valley, southwest of Michoacán. At least 5,000 students have been trained in the Educate! curriculum. They are scattered in 19 Valle communities, many of them rural. Our educational strategy to promote development has been based on labor, entrepreneurial and leadership competitiveness, which has had a positive impact on the public administrations of the municipalities in the region where alumni have joined. Likewise, former students have promoted the businesses of their families and have started new ones that have led to the development of microclusters of local agricultural products and services. The Educate! curriculum has allowed us to implement a gradual self-generated sustained development process that is impacting with greater force every day, breaking the perverse circles of poverty, crime and migration that characterize our region.”

- Director Leonardo Gonzalez

The Africa School Assistance Project *Mwanza, Tanzania*

“The Africa School Assistance Project (ASAP) is committed to increasing access to quality public education in East Africa, especially for girls. ASAP adapted the Educate! leadership curriculum to be used as a core component of their Kupanda Project for Girls. The Kupanda Project has reached hundreds of girls thus far and has increased secondary level completion rates by 92%! Many of the students have become passionate about education, inspired to be leaders in their community, and are now excelling at advanced level secondary school and have their sights set on university and beyond. None of this would be possible without the confidence and skills they acquired during their time in Kupanda and from the powerful Educate! leadership curriculum.”

- Executive Director Zach Swett



Thanks to the support of our partners, donations big and small, Educate! has served over 1,000 schools and measurably impacted over 160,000 youth over the last 10 years.

\$400,000+	\$100,000-399,999	\$50,000-99,999		
Dubai Cares	Anonymous	Stone Family Foundation	Bohemian Foundation	Latter-day Saint Charities
Echidna Giving	Blue Haven Initiative	T&J Meyer Family Foundation	Efrusy Family Foundation	Segal Family Foundation
Imaginable Futures	Hampshire Foundation	The Shell Centenary Scholarship Fund	Imago Dei Fund	Stichting Equilibrio
Rippleworks	IF International Foundation	Transforming Lives Award, supported by Alquity	John F. and Mary A. Geisse Foundation	Umsizi Fund
SAS-P Foundation	Mulago Foundation			
	Peery Foundation			
	Ray and Tye Noorda Foundation	UBS Optimus Foundation		
	Stichting Dioraphte	Waterloo Foundation		
\$25,000-49,999	\$5,000-24,999	\$1,000-4,999		
ECOM Foundation	Amit J & Vicky L Patel Foundation	Radhika Malpani	Brian and Claire Makare	Ken Bartels
Jacobs Foundation	Amy Kates	Red Empress Foundation	Department for International Development (DFID)	Kiran D'Souza
Lessons for Life Foundation	British Council	Rik Kranenburg	Doug and Nancy Abbey	Neville D'Souza
The Lester Fund	David and Lisa Issroff	Rockefeller Philanthropic Advisors	Emily Smith	Nick Burnett
	Mission Meats	Tab for a Cause	Enis Moran	Perl Nelson Family Foundation Inc.
	Munir Nanji		Frank T Lauinger	Ron & Linda McGimpsey Foundation
	Peter Wirth		Google	Vinay D'Souza
			International Center for Research for Women	

Statement of Activities

REVENUE

Cash Contributions	\$9,630,377
Investment Revenue	\$3,489
Program Fees	\$63,947
TOTAL REVENUE	\$9,697,813

EXPENSES

Programs	\$5,221,478
Fundraising	\$347,776
*Administration	\$208,536
TOTAL EXPENSES	\$5,777,790

CHANGE IN NET ASSETS **\$942,485**

Statement of Financial Position

CHANGE IN NET ASSETS

Net Assets at Beginning of Year	\$5,332,702
Net Assets at End of Year	\$9,252,725
CHANGE IN NET ASSETS	\$3,920,023

ASSETS

Current Assets	\$8,641,980
Other Assets	\$770,852
TOTAL ASSETS	\$9,412,832

LIABILITIES & NET ASSETS

Total Liabilities	\$160,107
Net Assets	\$9,252,725
TOTAL LIABILITIES & NET ASSETS	\$9,412,832

BOARD OF DIRECTORS

Jeff Aludo
Founder/Lead Strategist, The Aludo Group

Boris Bulayev
Executive Director and Co-Founder, Educate!

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Co-Founder, Educate!; Founder, Watson Institute

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Advisory Board Member, Quilt.AI; Former Engineering Partner, Google

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

Spencer Ton
Director, Center for Entrepreneurship & Innovation, Fulbright University Vietnam



Remembering Educate! Board Chair Rik Kranenburg

In early 2020, we lost a trusted advisor and committed champion. Rik was an exceptional leader who will be remembered by all who had the pleasure of knowing him for the genuine warmth and care he brought to every interaction.

It is difficult to overstate the impact Rik made on our team and organization. Rik's energy, insight, and leadership during critical periods of growth enabled Educate! to aim higher and reach further, ultimately impacting tens of thousands of youth in Africa. Rik loved Educate!, and it is a comfort to know that his work on our behalf brought joy to his life.

LOCAL ADVISORY BOARDS

Uganda

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
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Jason Mochache
Former Senior Education Officer, African Development Bank

Joyce Kinyanjui
Director & Head of Research, ziziAfrique



ExperienceEducate.org

