

**YOUTH
ARE THE
SOLUTION**



EDUCATE!

DEVELOPING YOUNG LEADERS & ENTREPRENEURS IN AFRICA

2015 ANNUAL REPORT

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

1-303-217-4727
www.experienceeducate.org

All photo credits, unless otherwise noted: Jjumba Martin



Educate! works to transform secondary education in Africa to teach youth to solve poverty for themselves and their communities.

What Makes Educate! Different?



Educate! works towards systems level adoption of our solution by working with national governments.



Educate!’s goal is to work in ten countries and reach one million students annually by 2024.



Educate! aggressively measures impact to ensure that every dollar we spend results in better life outcomes for youth.



With our cost of \$125 per Educate! Scholar to deliver our program, Educate! delivers a 5.5x return on investment in just 4 years.

FOUNDER’S STATEMENT

Dear Friend,

It is a pivotal time for education in Africa. Over the next century, 6 to 7 billion young people are expected to go through secondary school, with most families making huge sacrifices to give those children an education. We have a monumental opportunity to transform the education the next generation receives so that they graduate with the skills they actually need to create businesses, secure jobs, move out of poverty, and drive their continent’s development.

We made amazing progress towards that goal last year. In 2015, Educate!:

- *Was named a winner of the 2015 WISE Awards; the preeminent award for global education*
- *Was profiled by the Brookings Institution*
- *Worked in nearly 10% of Uganda’s secondary schools*
- *Impacted over 9,000 youth intensively and reached almost 90,000 youth more broadly*
- *Received results from our randomized controlled trial showing that Educate! Graduates DOUBLE their incomes and that the Educate! model has an outsized impact on girls*

Demand for our model was huge, allowing us to expand into Northern Uganda, a high-need but high-potential post-conflict region, while progressing faster than expected towards our international expansion goals.

I’m enormously proud of our successes in 2015, but I know our work is nowhere near finished. A wave of international recognition, coupled with the massive demand for our model, shows that now, more than ever, skills-based education is the future. Recent data indicates that enrollment in secondary school in Africa will be doubling in the next 15 years, and with 90% of youth working in the informal sector, the demand for practical, skills-based education is only going to increase in the years to come.

Educate! is perfectly poised to meet this urgent need by both working directly with students and partnering with governments to create sustainable, systemic impact on education systems across Africa.

Looking ahead, 2016 will be another crucial year as we focus on creating transformative scale. We will reach 14,000 youth intensively in Uganda, and over 240,000 youth more broadly across Uganda and our new expansion country Rwanda.

I want to thank each and every one of you—our supporters, champions, friends and advisors. You are our teammates on this journey. I hope that while reading this report you share in the pride of the incredible momentum we have built together in 2015. It is with your investment, advice, and strategic guidance that we are building the most scalable solution to youth unemployment and youth poverty in Africa.

All the best,

Boris Bulayev
Co-Founder and Executive Director, Educate!



9,048

Scholars completed the Skills Course

252

Partner Schools

87,500

Total students reached
through Educate! activities

50,000

Additional students reached by Educate!'s
support of Uganda's curriculum reform

5,460

Lessons taught

97

Mentors

97%

Of team on the ground is African

8.5%

Of Ugandan secondary schools
work with Educate!

2015 IN NUMBERS



THE EDUCATE! MODEL

Developing the most scalable solution to African youth poverty.

EDUCATE! DELIVERS A MODEL COMPRISED OF:



SKILLS COURSE

An Educate!-trained Mentor provides world-class leadership, entrepreneurship and workforce readiness training to 40 Educate! Scholars at each partner school during the course of a year and a half. The curriculum is designed to build 21st century business and employability skills.



STUDENT BUSINESS CLUBS

Student Business Clubs provide an experiential platform for students to acquire critical 21st century and business/employability skills that will enable them to meet the demands of the labor market or create their own jobs if that market fails them.



MENTORSHIP AND TEACHER TRAINING

Scholars are mentored through challenges they face in starting enterprises and community initiatives. Teachers are trained in experience-based and student centered teaching practices.

EDUCATION REFORM

Educate! works toward systems level adoption of our solution by working with governments on skills-based education reform.



Educate! Graduate and Mentor Emmanuel is passionate about sharing his knowledge and work ethic to empower other youth with the tools to succeed. In 2015 Emmanuel was in his final semester of university pursuing a Bachelor's degree in Public Administration and Management. Emmanuel used the tools and relationships he developed through Educate! to successfully secure a job as an Academic Field Associate with a top international education company just before graduating.

UNLOCKING THE POTENTIAL OF YOUTH

Q&A with Educate! Graduate and Mentor Emmanuel Mutaka

Q: *How did you become involved with Educate!?*

A: In 2011 I was a student at Nabumali High School in Mbale district. An Educate! Mentor came to our school, talked to us about Educate! and organized a “pitch challenge”, which I took part in. After interacting closely with him, I believed he was a true Mentor who I could learn a lot from, and I joined Educate!. I was elected to a leadership position, and I haven't looked back since!

Q: *Do you feel that Educate! has changed you?*

A: YES! Because of Educate!, I started speaking confidently in public gatherings, I took up leadership positions at school (I became the Assistant Prefect), I started facing my fears, and I started thinking differently about business. Most of all, I started believing in myself. I can't list it all, but truly, I was changed as a person.

Q: *What is your best memory from being a Scholar?*

A: I have so many. The “pitch challenge” was really impressive, as well as the skills retreat where we learned product making skills, including liquid soap and candle making. But the greatest memory of all was Graduation Day, when I was one of the few who received a gold certificate from Educate!, meaning that I graduated at the top of my class and was

eligible to become a Mentor. I was thrilled and vowed to stick with Educate! even after I went off to University.

Q: *How do you see Scholars change through the Educate! Experience?*

A: First, their attitude changes; they start thinking positively and involving their communities. Some face their fears by taking up strong leadership positions, especially the female students. Many of my Scholars are running their own small business or community project. I see a shift in their personal character and self-respect. This is all due to the Educate! Experience.

Q: *What is your favorite part about being a Mentor?*

A: I love that I'm always learning new things and traveling to new areas of Uganda. I really enjoy networking, working with young people, and receiving advanced business training as part of the Youth Business Experience. I also like being involved with Educate!'s teamwork, capacity building, strong accountability, and monitoring and evaluation work. I have so many favorite things, I can't even list all of them.

Q: *As a Mentor, which student has impacted you the most?*

A: There's one Scholar who I mentored for just three months. He started a small community business of making and selling brooms. Being from a rural school, his parents couldn't pay his examination fees, but out of the little profits he made, he paid his own bills and invested in another enterprise, a brickmaking business, that's having great success.



Q: *What are your hopes and dreams for the future?*

A: I want to be a strong human rights activist. I hope to become a Certified Public Administrator and to get a diploma in Law so that I can help the poor and minorities get justice. I also want to continue working with Educate! to empower youth with practical life skills for self employment. I hope to be the change that I want to see in the world!

EDUCATE!’S DEFINING CHARACTERISTIC

A deep investment in monitoring and evaluation informs high-impact innovations.

Educate! continually pushes the limits of innovation, ensuring that we have the right tools in place to measure our impact. After collecting feedback, we turn the analysis back around, incorporate solutions, and deliver the upgraded program to our field staff who are ready to see their data points and solutions launched on the ground. This is the only way we can be sure that our model is delivering the greatest possible impact for youth.

SMS AND SMARTPHONE MONITORING

Educate! uses a sophisticated mobile money and telecommunications system, allowing for rapid turnaround, robust program management, and cost-effective data collection via SMS text messaging and smartphones.

As part of our commitment to constant improvement and to ensure that we maintain the highest quality program as we scale, in 2015 we streamlined our smartphone surveys to make them simpler to fill out and more error-proof.

CROSS-CUTTING DESIGNS

Educate! uses experiments to inform and improve program design and implementation. A cross-cutting design is a mini-randomized controlled trial that allows us to rigorously test the impact of new program design components.

BUILD-MEASURE-LEARN LOOPS

One of our key learning mechanisms is Build-Measure-Learn (BML) loops, a type of feedback loop in which we Build a new or different element into program design, Measure its impact, and Learn from the results. BML loops enable Educate! to test programmatic and operational components of our model and to make rapid adjustments based on the results of each loop.

2015 BML Loop: Are Scholar assessment tools, the Leadership Passbook and Business Skills Portfolio, valued by Scholars and are they used to improve skills?

BUILD

Assessment Tools - Leadership Passbook and Business Skills Portfolio

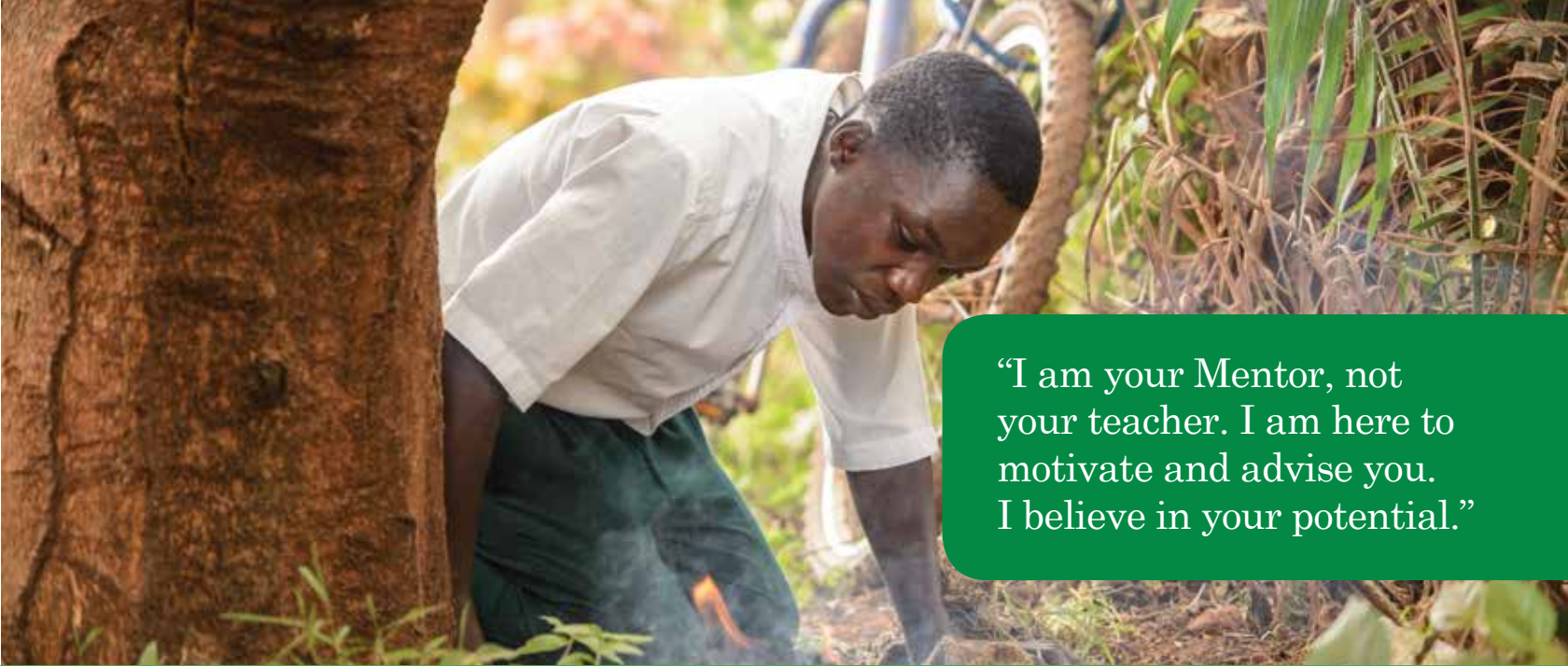
MEASURE

Through a series of focus groups, Scholar surveys, observations, and data collection, our team discovered that upwards of 70% of Scholars felt that these assessment tools were “extremely useful” and practically no one cited them as “not useful at all.”

LEARN

One valuable finding from the BML was that the deadline for the Passbooks and Portfolios was unclear to the Scholars. Educate! responded to this feedback by writing in clearer expectations for completion and by training Mentors on how to best communicate deadlines to their Scholars.

Now, when Scholars enter the classroom, they have a clear roadmap to success and are energized by the idea of tracking their learning progress.



“I am your Mentor, not your teacher. I am here to motivate and advise you. I believe in your potential.”

A CAREFULLY CRAFTED SPARK

Educate!’s commitment to asking ‘how can we do better?’

When we step into the classroom of one of our newest Educate! partner schools, Bishop Tarantino College in Northern Uganda, we meet Emmanuel (Emma) Omara. It is a Thursday, and Emma, an Educate! Mentor, has never taught at this school before. He doesn’t know how receptive the Scholars, teachers, or administration will be to his hands-on teaching of our skills-based curriculum. It is the first Leadership and Entrepreneurship lesson, and Emma is astounded by what he finds.

“If there is a mistake, that is a part of learning. Just take courage.”

Over 100 Scholars show up for the first lesson eager to learn more about Educate!. Emma dives right into his first lesson and addresses the class, “I am

your Mentor, not your teacher. I am here to motivate and advise you. I believe in your potential.” Emma emphasizes that the classroom is a safe space—a space to try and fail, to experiment and grow, to support one another, to collaborate, and to build amazing things together—and that they, at this moment, have become a family.

A Scholar raises his voice, echoing Emma’s call and says, “If there is a mistake, that is a part of learning. Just take courage.” Everyone in the classroom can feel it, a spark was just ignited.

But that spark didn’t happen by mistake, it caught fire by design. It caught fire by research and data collection, by analysis and innovation, by focus groups and feedback. That carefully crafted spark exists because Educate! never ceases to ask: how can we do better?

EDUCATE! GRADUATES DOUBLE THEIR INCOME

Educate!’s Randomized Controlled Trial, the gold standard in impact evaluation, compared Educate! Graduates immediately after the program to a control group. The study found:



IMPROVED LIVELIHOODS

105%

income increase for Graduates. Educate! Scholars earned \$338 per year, compared to \$165 per year for the control group.



INCREASED BUSINESS OWNERSHIP

64%

increase in business ownership among Educate! Graduates.



INCREASED COMMUNITY PARTICIPATION

123%

more likely to lead a community project.

EDUCATE!’S IMPACT ON ALL GRADUATES

EDUCATE!’S IMPACT ON GIRLS

120%

income increase for Female Graduates. Female Graduates earned an average of \$200 more per year than their peers in the control group.

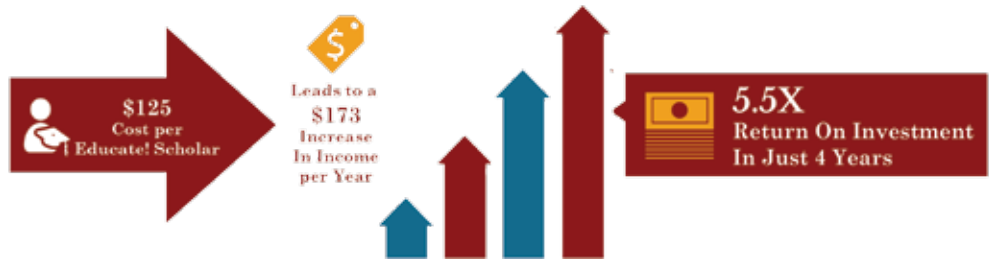
152%

increase in business ownership among Educate! female Graduates.

208%

more likely to lead a community project.

EDUCATE! RETURN ON INVESTMENT



Creating sustainable change through education systems

Educate!'s work with governments can affect youth across the countries where we work for years to come.



Updates to Uganda's National Exam Increases Incentives for Students to Start Businesses.

In 2012, Educate! supported the Ugandan government in improving its upper secondary entrepreneurship national exam to evaluate what students actually accomplish in the business clubs, as well as their experience assessing markets—changes which greatly increased incentives for students to start businesses while in school.

In 2015 Educate! signed a Memorandum of Understanding with Uganda's National Curriculum Development Centre, formalizing our role in Uganda's lower secondary curriculum reform and laying the foundation for Educate! to create lasting impact on *Uganda's entire secondary school system* and the youth that it serves. We worked with the NCDC to do a trial testing of the new Technology and Enterprise Curriculum, informing how Uganda's national curriculum development team guides teachers in adopting the new competency based teacher methods.

45% OF ALL UGANDAN SCHOOLS

now have active Student Business Clubs based on Educate!'s model

50,000 YOUTH

reached annually as a result of upper secondary curriculum reforms

OVER 1 MILLION STUDENTS

will benefit from the lower secondary school reforms

Making Change in Policy = Change on the Ground

A sustained commitment to advising and implementing education reform.

In 2015 we celebrated an official partnership with the Rwandan Ministry of Education. Rwanda, in the midst of a critical education reform, identified Educate! as the technical expert of choice to advise their efforts. The Ministry of Education incorporated several successful components of Educate!'s model into the national entrepreneurship curriculum, making it more relevant, skills-based and engaging, which will roll out in 2016.

This partnership is a major milestone that will allow us to impact *every single secondary student* in Rwanda.

215,000 YOUTH
reached annually

104 SECONDARY SCHOOL TEACHERS TRAINED

With partners EDC and Akazi Kanoze, Educate! ran a training of trainers in 2015 on how to teach entrepreneurship.

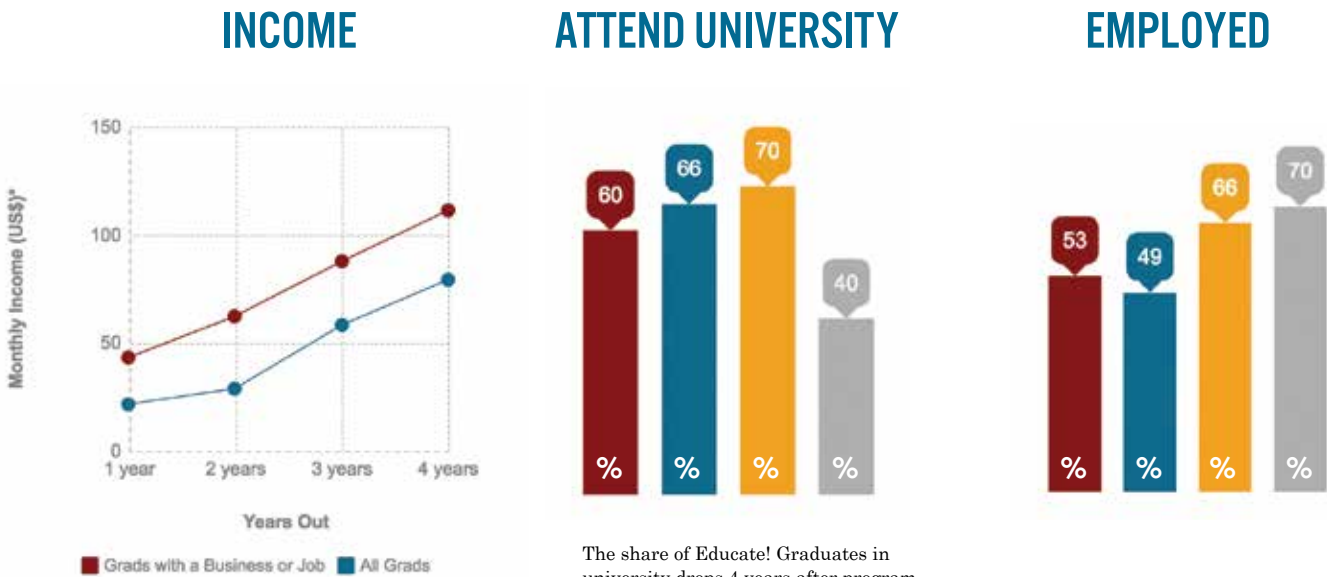


Education Reform Effectiveness Study

MIT's Abdul Latif Jameel Poverty Action Lab (J-PAL) is funding a Randomized Controlled Trial (RCT) on Educate!'s work in Rwanda. In the first evaluation of its kind that we are aware of, the RCT will measure the impact our teacher training approach has on youth livelihoods when coupled with a national education reform. This RCT will inform how policy makers roll-out curriculum reforms to ensure effective teacher adoption of skills-based education.

Educate!’s Long Term Impact on Graduates

Working to create a model that is tied directly to life outcomes, ensuring our impact persists long after the students have left the program.



*Income was calculated using the exchange rate at the time of the 2013 and 2014 surveys.

The share of Educate! Graduates in university drops 4 years after program completion because most of them have graduated from university by this time.

How are Educate! Graduates Employed?



Data Background: In 2013 and 2014 Educate!’s Monitoring and Evaluation Team surveyed Educate! Graduates to assess their livelihoods one to four years after graduating from the Educate! Experience.



94%
of Graduates 3 years out have a job, own a business or attend university.

24,995
Total Scholars since 2009

We estimate that:
OVER 10,000
run businesses

OVER 11,000
lead a community project

OVER 3,500
have wage jobs

OVER 10,000
have attended university

OVER 6,000
additional jobs have been created by Graduate businesses/community projects

*Estimates are based on data collected from Educate!’s randomized controlled trial together with internal monitoring and evaluation reports.

Educate! Graduate Pauline Madudu Wins International Labor Organization’s Green Business Competition

She was surrounded by some of the best eco-friendly entrepreneurs in Uganda. These innovators were going to harness the abundance of renewable energy in East Africa through innovation and imagination. They were the ones who would tap into a market undiscovered yet filled with so much potential and promise. They were the ones who were going to become the next Lorna Rutto, the woman who found a way to make trees from plastic to source lumber in an eco-responsible way. Or Andrew Mupuya, the man whose recycled paper bag business took Uganda by storm. Pauline was amongst them.

When the instructor—an expert in international business plans who coached and prepared Pauline and her fellow entrepreneurs for the annual Green Business Plan Competition—asked this group of young change-makers a question about business strategy or market research tactics, she already knew the answer. Surprised by her business savvy and wealth of knowledge exceeding that of her peers, the instructor asked, “How do you know all this?” Pauline, proud and confident, replied, “Educate!.”

A few months back, Pauline Madudu, along with applicants from all across Uganda, had submitted her business plan to the annual Green Business Competition held by the International Labor Organization.

She hoped to be recognized as one of Uganda’s top entrepreneurs tackling sustainable development through business initiatives. Only six winners would walk away with cash prizes to reinvest into their innovations.

Last year you would have found Pauline in front of a room full of eager Educate! Scholars as a Mentor, engaging youth in hands-on skills-based learning and preparing them for the world outside of secondary school, where they would have to find ways to earn income, go to university, and apply for jobs. As a former Educate! Scholar herself, Pauline could easily relate to the struggles her current students faced, but she also knew exactly how to motivate them. Pauline herself was proof that their energy was not wasted. Pauline had developed a successful notebook-making business while participating in Educate!’s Leadership and Entrepreneurship Course. Her success was what her students sought to embody the most.

Now, Pauline is the only manufacturer of student notebooks in her region. To gain a competitive edge, Pauline began producing her notebooks with recycled paper. The strategy was to cut the cost of manufacturing, allowing Pauline to lower the price of her notebooks thereby enabling lower-income students to afford to buy the

notebooks and be well-equipped for school. Pauline’s goal is to expand her business throughout Uganda, starting in Eastern Uganda, where she has witnessed families struggle to afford school supplies. With the dual social good that her business provides by both aiding low income families and producing an earth-friendly product, Pauline was motivated to enter this year’s Green Business Competition.

And she won! Pauline was one of the six winners to receive cash prizes, and the 1.3 million Ugandan Shillings (nearly \$400) she received for her innovation will propel her business to the next level.

“How do you know all this?” Pauline, proud and confident, replied, “Educate!.”

Pauline is a prime example of the tenacious, ambitious young leaders that Educate! develops—youth with big dreams and the fearlessness to fulfill them. Pauline is proof that the youth of Africa can become the generation that solves poverty. We can’t wait to see what she does next.

Outsized Impact on Girls

Systematically giving girls the tools to tackle gender barriers, so they can improve their livelihoods and become drivers of development.

Pauline Madudu, winner of the International Labor Organization’s Green Business Competition. Her business sells notebooks, books and notice boards, made of recycled materials.



Girls face unique and greater barriers to success after school as entrepreneurs, in the workforce, and as leaders in their communities. Our model targets specific opportunity gaps that girls experience. Thanks to these efforts, our program has been proven to have an outsized impact on girls—girls’ incomes are more than doubled. Educate! is committed to ensuring that we maintain that impact as we scale.

- As Educate!’s reach has expanded to more rural areas of Uganda, we are now serving girls who face greater gender-based challenges. Some of the ways we are addressing these challenges include:
- ▶ Integrating new lessons into our curriculum that address the different business and leadership expectations by gender.
 - ▶ Training staff to target girls in their recruitment efforts and use language that we have found to be motivating to girls, such as social entrepreneurship and societal or family values.



We're working to bring skills-based education to all and making schools across Africa incubators for leaders and entrepreneurs.

EDUCATE! IS ON THE CUSP OF MASSIVE EXPANSION.

What innovative businesses have our Student Business Clubs formed?

Scholars are extraordinarily creative in generating business ideas that use local resources, require minimal capital and are socially responsible.



Briquets made out of anthill soil to reduce firewood consumption



File folders made from braided banana fibers



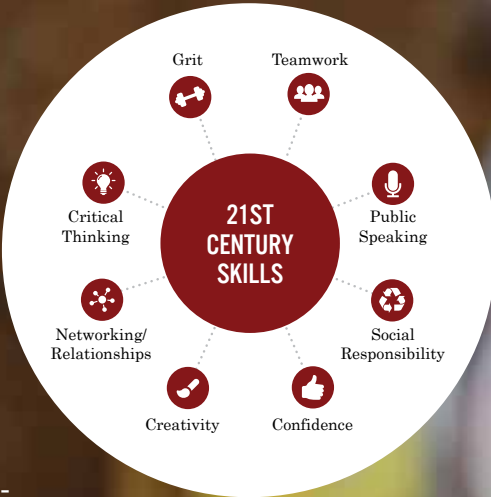
School-wide savings and loan cooperatives



Notebooks whose cardboard covers are made out of recycled paper collected from the school compound



Dinner glasses made of wine and glass beer bottles with painted designs



100%

of schools had a Student Business Club

18,900

Student Business Club Members

97%

of clubs were profitable

154,019 UGX

average club earnings

2015 average exchange rate:
\$1 USD = 3,000 Uganda Shillings



The Brookings Institution

Out of more than 100 cases reviewed, Educate! was chosen as one of 14 cases featured in the Millions Learning Project, launched by Brookings' Center for Universal Education, the foremost thought leader in education.

A Monumental Year



2015 WISE Awards Winner
Educate! was one of six cutting-edge projects selected for the WISE Awards, the preeminent global education award.



Global Good Fund Fellowship
Co-Founder and Global Director of Programs, Angelica Towne, was named a Global Good Fund Fellow based on her work building the Educate! model and leading Educate!'s international expansion.



Epic Foundation
Educate! was selected as 1 of 20 most impactful youth organizations globally.



**Mulago Foundation/
Rainer Arnhold Fellowship**
Educate!'s Global Director, Angelica Towne, was recently selected for the prestigious Rainer Arnhold Fellowship. Executive Director Boris Bulayev will be the fellow in the second year. Mulago supports up-and-coming organizations that have scalable solutions and demonstrable ability to deliver.



Mission Meats Partnership
Mission Meats is a mission-driven startup that produces grass-fed beef snack sticks and commits a generous portion of its profits to social good organizations. Educate! was thrilled to be selected as their first partner.

GRADUATE AWARDS

Queen's Social Investment Loan Awards: Amani Jean Paul, Deo Irumba, Edward Balidawa

International Labor Organization's Youth-To-Youth Fund grant: Graduate and Mentor Blessed Grace Aleng for her rabbit business.

Uganda Kickstart Fund National Competition Finalists: Mentor Ssenkaya Martin and Graduate fellow Tinka Paul

International Labor Organization's Green Business Award Finalists: Mentor Pauline Madudu and Mentor Ogwal Bonny Emmanuel



Edward Balidawa, recipient of the Queen's Social Investment Loan Awards

Edward's business, called Snow White Investment, manufactures liquid soap and candles while simultaneously training hopeful entrepreneurs with the same skills that made him a success. Edward used the loan to open up his very own shop. His business is profitable and Edward uses the money he earns to pursue a university degree.



Bonny, a Mentor from one of Educate!'s newest districts in Northern Uganda, entered the International Labor Organization's Green Business Plan Competition with his proposal for a solid waste management and recycling center. His business responds to a huge unmet need in Uganda, where most trash is burnt for disposal. Bonny's goal is twofold: to create jobs and to save the environment.

SUPPORTERS

\$100,000+	\$25,000-\$99,999	\$10,000-\$24,999	\$5,000-\$9,999
Anonymous	Anonymous	BOSCO-Uganda	Bedrock Foundation
Anonymous	Barclays Bank	Cordes Foundation	Ron and Dianne Hoge
Anonymous	ECOM Foundation	Dining for Women	Rik Kranenburg
Echidna Giving	The Harry R. Halloran Jr. Charitable Trust	Eileen Fisher	Brian and Claire Makare
Planet Wheeler	Imago Dei Fund	Global Good Fund	Tab for a Cause
Global Innovation Fund	Issroff Family Foundation	Helios Investment Partners	The School Fund
The MasterCard Foundation	John F. and Mary A. Geisse Foundation	Radhika & Ambarish Malpani Foundation	Schools Building Schools
The Shell Centenary Scholarship Fund	Arthur Koenig	Linda and Tom Schutter	Kathy Vizas
Segal Family Foundation	Mulago Foundation	T&J Meyer Family Foundation	
	Peery Fund	The Marty Tomberg Charitable Fund	
	Red Empress Foundation	WISE Awards (World Innovation Summit for Education)	
	The Lester Fund		
	Umsizi Fund		
	Zing		
\$1,000-\$4,999			
Ken Bartels	Habdank Foundation	Ron & Linda McGimpsey Foundation	Jane and Dan Wolford
Win Browning	Kaira Henry	Garrett Smith	Yatai Food Cart
Kiran D'Souza	Kevin Horan	Winthrop H. Smith Family Foundation	Don and Ellen Zack
Vinay D'Souza	Laura and William Koch		
Tracy Flannery	Mission Meats		
Global Fund for Children	Enis Moran	Derek Wittenberg	
Merrill and Leslie Glustrom	Shep Perkins	Bruce Watson and Sandy Selinski	

A sincere thank you to all of our 2015 donors, big and small.
Your support is unlocking the potential of youth to solve poverty.

GOVERNING AND ADVISORY BOARDS

BOARD OF DIRECTORS	U.S.. ADVISORY BOARD	UGANDA ADVISORY BOARD	
Boris Bulayev - <i>Co-Founder And Executive Director, Educate!</i>	Edwin Barber III - <i>Former Head, U.S. Treasury Office of African Nations</i>	Allen Ayebare - <i>Chief Manager, Corporate Affairs and Communications, Centenary Bank</i>	Paul Mugambwa - <i>Founder, Motion Gardeners</i>
Eric Glustrom - <i>Co-Founder, Educate!; Founder, Watson University</i>	Gretchen Dykstra - <i>Former President, 9/11 Memorial Foundation, Times Square Alliance</i>	Herbert Baryayebwa - <i>Director, Ministry of Gender, Labour and Social Development</i>	Irene Mutumba - <i>Founder/ Executive Director, Private Education Development Network; Ashoka Fellow</i>
Nicole Goldin - <i>Principal, NRG Advisory; Lead Economist, World Bank & Solutions for Youth Employment; Senior Associate, Center for Strategic and International Studies; Professorial Lecturer at George Washington University</i>	Deborah Farrington - <i>Founder And General Partner, Starvest Partners</i>	H.E. Bonney Katatumba - <i>Pakistani Consul to Uganda</i>	Peter Nyeko - <i>CEO, Kampala Diplomatic School</i>
Sue Kunz - <i>Entrepreneur and CEO, Biovantage</i>	Sue Kunz - <i>Entrepreneur and CEO, Biovantage</i>	James Bulenzibuto - <i>Founding Member, Elimu Trust and Public Relations Officer, Kyambogo University</i>	Aero Lillian Olok - <i>Founder, Generate for Generations</i>
Kevin Horan - <i>Senior Vice President, Seabury Human Capital at Seabury Group</i>	Anthony Marx - <i>President, New York Public Library</i>	Mulindwa Ismail - <i>Commissioner, Ministry of Education</i>	Edward Ssebukyu - <i>Assistant Commissioner of Private Secondary Schools, Ministry of Education of the Government of Uganda</i>
Lisa Issroff - <i>Founder, The Issroff Family Foundation</i>	John Mcdermott (Chair) - <i>Retired Professor, Moravian College</i>	Eric Kreutter - <i>Administrative Director and CFO, Cornerstone</i>	Collins Hy Tugumisirize - <i>Founder & Executive Director, Afroeducare</i>
Rik Kranenburg - <i>Industry Partner, Desilva + Phillips</i>	Robert Nelson - <i>Author and Consultant, Un's International Labour Organization</i>	Aramanzan Madanda - <i>Lecturer in Women and Gender Studies, Makerere University and Founding Member, Mt. Masaba High School (Educate! Partner School)</i>	Ben Waira - <i>Associate Governor, East Africa Rotary</i>
Radhika Malpani, <i>Engineering Director, Google</i>	Scott Sherman - <i>Executive Director, Transformative Action Institute</i>	Margaret Madanda - <i>Lecturer, Makerere University</i>	Jonah Walusimbi - <i>Head Teacher, Greenhill Academy (Educate! Partner School)</i>
Dzingai Mutumbuka - <i>former Minister of Education Zimbabwe, former Senior World Bank official, and former Chairman ADEA</i>	Jim Smith - <i>Hedge Fund Manager</i>	William Matovu - <i>Country Director, Heifer International</i>	
Spencer Ton - <i>Managing Partner, Vitrum Group</i>	Karti Subramanian - <i>Partner, Vera Solutions</i>	Cynthia N. Mpanga - <i>Head of Corporate Affairs, Standard Chartered Bank</i>	
Derek Wittenberg - <i>Managing Director at Ion Partners LLC</i>	Ann Veneman - <i>Former Executive Director, Unicef</i>		
	Ambassador Oliver Wonekha - <i>Uganda's Ambassador to The United States</i>		

FINANCIALS

Statement of Activities

REVENUE	
Individual Contributions	263,808.36
Corporate contributions	164,223.87
Foundation/ Trust grants	2,453,436.00
Investment income	730.42
Program Fees	24,454.46
Total Revenue	2,906,653.11
EXPENSES	
Total Programs	1,336,262.49
Total Fundraising	185,552.55
Total Administrative	71,167.38
Total Expense	1,592,982.42

Statement of Financial Position

CHANGE IN NET ASSETS	1,281,591.37
Net assets at beginning of year	1,146,231.00
Net assets at end of year	2,427,822.37
Total Current Assets	2,466,477.28
Total Fixed Assets	4,894.55
Total Other Assets	954.41
Total Assets	2,472,326.24
LIABILITIES AND NET ASSETS	
Total current liabilities	44,503.87
Net assets	2,427,822.37
Total liabilities & net assets	2,472,326.24