



EDUCATE!

ANNUAL REPORT 2016

EDUCATE!'S CULTURAL TENETS

EXCEEDS EXPECTATIONS

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

YOUTH FIRST

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

ALWAYS LEARNING

We are committed to seeking and applying new knowledge through research, literature, and people. We are hungry to learn and love to share new insights and innovations.

FLEXIBLE AND OPEN-MINDED

We are driving change. And we thrive on it. We are growing every day so we have to adapt quickly to meet new challenges.

ONLY SOLVE A PROBLEM ONCE

We proactively communicate problems, build systems, and create long term solutions. We work to solve a problem for good.



Photo by Lindsey Platt

Table of Contents

| | |
|---|----|
| Director's Statement | 3 |
| Highlights and Recognition | 5 |
| 2016 in Numbers | 7 |
| Scaling in 2016 | 8 |
| The Educate! Experience | 9 |
| Learnings from Our First Year in Northern Uganda | 11 |
| 8 Years Later: Educate!'s First Graduate Still Changing Lives | 13 |
| Rwanda Launch | 17 |
| No Assembly Required: Skills Labs Put Youth at the Heart of the Classroom | 19 |
| Girls Empowerment Strategy | 22 |
| Impact that Grows | 23 |
| Investment in Monitoring and Evaluation | 24 |
| Student Business Clubs | 25 |
| Supporters | 28 |
| Boards | 29 |
| Financials | 30 |

Director’s Statement

Dear Friend,

One year ago, I wrote that 2015 was Educate!’s best year yet. Today, I’m thrilled to write that sentence again and have it be equally true: 2016 was Educate!’s best year yet.

We doubled our impact. Not only did we expand to a second country, but we grew to nearly 500 schools reaching a total of 240,000 youth broadly across Uganda and Rwanda. That’s an almost doubling of youth reached and schools served from 2015 to 2016. Our work in Uganda and Rwanda is demonstrating the success of our model in a way that is positioning us to transfer its success to ultimately impact millions of youth.

We are facing a global employment crisis, but there are so many reasons to be hopeful. I am heartened to see how skills-based education is catalyzing African youth. Young leaders like Sam and Munirah, whom you’ll meet in this report, are inspiring their peers, growing their businesses, and working tirelessly each day to create a brighter future. Our graduates are serial entrepreneurs— employing others, creating a ripple effect throughout their entire community, and touching more lives than we could have ever imagined.

I am also inspired by the strong demand across the continent for a new solution to youth unemployment and the development challenges that arise as a result.

We are gearing up for a pivotal 2017. We revised our vision this year—to measurably impact one million students and reach four million students more broadly across Africa each year by 2024. The vision reflects the heart of Educate!/: creating deep, meaningful impact in the lives of the youth we serve.

Already in 2017, we are making huge strides toward this goal. We started the year by taking on enormous new challenges: unprecedented scale in Uganda and a first-of-its-kind reform implementation model in Rwanda.

While reading this annual report, please take a moment to appreciate your contribution to our progress. All of your support, encouragement, investment, and advice contribute to the impressive accomplishments shared in this report. Thanks to you, I think one year from now I’ll be getting ready, once again, to write about our best year yet.

All the best,



Boris Bulayev
Executive Director and Co-Founder

Sustainable Change Through Systemic Transformation

Educate! is designed to deliver sustainable, lasting change for the greatest number of youth by working within education systems. We do this through two core services:



DIRECT IMPLEMENTATION

Educate! delivers our program at existing schools to directly transform lives. By working directly with youth, we are also able to research and demonstrate the most impactful model. We constantly evaluate and refine our direct implementation model to ensure we maximize impact as we scale.



SUPPORTING EDUCATION REFORM

Educate! supports governments in integrating skills-based education into national curriculum reforms and helps governments roll out these reforms.

This unique parallel approach enables us to impact as many students as possible for generations to come.



2016 Highlights and Recognition by Industry Leaders

JANUARY

Educate! launches in 2nd country - Rwanda. Through education reform, we will reach 215,000 youth there annually.

Educate! launches in post-conflict Northern Uganda, reaching over 25,000 youth in communities facing acute joblessness and recovering from the impacts of war.



FEBRUARY



The Global Innovation Fund selects Educate! as one of its inaugural investments out of over 2,000 applications.

Educate! introduces an interactive, web-based external dashboard that automatically updates with monitoring and evaluation data collected from the field.



MARCH



Harvard Graduate School of Education profiles Educate!’s practical, skills-based model as an example of “21st Century Education in Action.”

APRIL

Brookings Institution highlights Educate! as one of 14 global case studies on scaling education, alongside BRAC, Room to Read, Teach for All, and Sesame Street.

Stanford SOCIAL INNOVATION Review

Stanford Social Innovation Review publishes the article, “Asking the Small Questions to Support Big Scale,” in which Educate! shares three crucial lessons about working toward transformative scale.

MAY

Top student enterprises from across Uganda compete in Educate!’s National Student Business Club.



JULY

Bill Gates cites Educate! as an NGO of young innovators using new thinking in education to prepare youth for the workplace in his speech for the Nelson Mandela Annual Lecture.



SEPTEMBER

Educate! unites education leaders for Africa-wide change by hosting over 500 teachers, administrators, and government officials from several countries at our 3rd Annual Global Education Conference.



OCTOBER



BBC features Educate! graduate Sam in a special report on Uganda’s entrepreneurs. Read more on page 14.



DECEMBER

Our end of the year monitoring data demonstrates our biggest impact to date. We had over 14,000 Educate! graduates in 2016, who ran over 3,900 businesses and created more than 5,000 jobs. We also had a 99.75% retention rate for our partner schools.



2016 in Numbers

UGANDA

14,000+

Youth intensively impacted

120,000

Total youth broadly reached in partner schools

398

Schools

157

Mentors

683

Teachers trained

8,756

Lessons taught

50,000

Students reached through national curriculum reforms

RWANDA

6,000

Youth intensively impacted

18,000

Total youth broadly reached in partner schools

100

Schools

11

Youth Leaders

230

Teachers trained

862

Skills Labs taught

70,000+

Students reached through national curriculum reforms

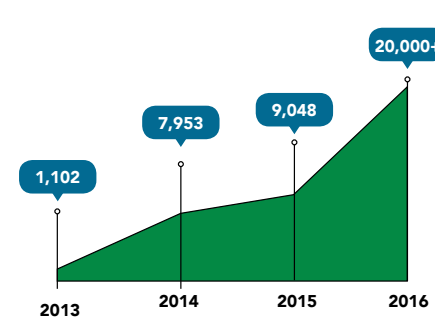
Scaling in 2016

NEARLY DOUBLE THE REACH IN ONE YEAR

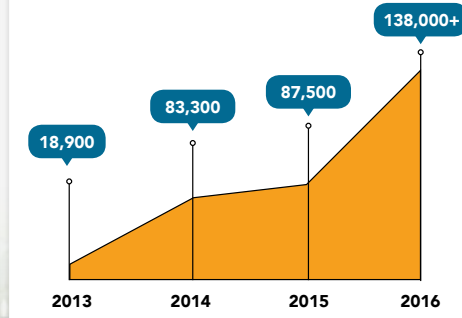
Educate! outperformed on multiple metrics in 2016. We doubled our reach by both expanding to a second country, Rwanda, and scaling across Uganda.

EDUCATE!'S REACH IN UGANDA AND RWANDA

YOUTH INTENSIVELY IMPACTED



YOUTH BROADLY REACHED AT SCHOOLS



EDUCATE! PARTNER SCHOOLS

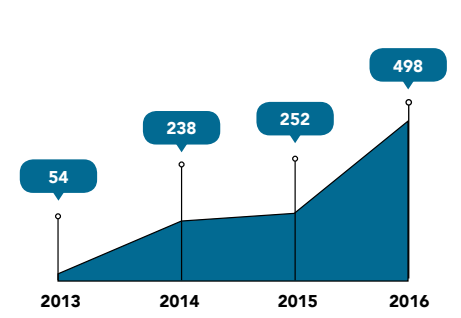


Photo by Lindsey Platt

What is the Educate! Experience?

In Uganda, Educate! delivers a skills-based, experiential model of education in existing secondary schools. The model is comprised of:



SKILLS COURSE

A world-class leadership, entrepreneurship, and workforce readiness training delivered to 40 Educate! Scholars at each partner school.



Rona's Educate! training inspired her to pitch a new business model to her mother. Instead of housing tenants during the dry season and standing empty during the rainy season floods, the spare room in their house could be fitted with scaffolding to house chickens year-round! Her project now provides a steady flow of income throughout the year for her family.



STUDENT BUSINESS CLUBS

An experiential platform for students to acquire critical 21st century and business/employability skills.



The Educate! Student Business Club at Bukooli College saw that girls, on average, were missing up to 8 days of school every term when they were menstruating. The club manufactured reusable, cost-effective sanitary pads and distributed roughly 500 to girls on campus. In addition to selling the pads to girls in their community and giving away free pads to girls who could not afford them, the students also taught their peers how to make them, market them, and earn a profit.



MENTORSHIP AND TEACHER TRAINING

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



While in the Educate! Experience, Bosco launched a banana plantation. Now a Mentor, his plantation has grown, and he earns enough profit to pay his room and board at university, to pay school fees for nine primary school students in his village, and to help school drop-outs identify income sources to support continuing their education. Bosco says, "I am still on my journey to learning much more," and he plans to "carry out further research on community challenges and implement solutions to these challenges."



Lubega Anitah, an Associate Teacher at Trinity Senior Academy in Kampala, recalls that, in the past, classrooms were teacher-centered and learning was based on rote memorization: "there was no student engagement," she reflects. But now, with the tools acquired through Educate!'s Experience Association, Ms. Lubega sees a huge shift happening within her classroom: "I realize that any subject can be made practical."

Government Engagement in Uganda

Educate! sees education systems as the most cost-effective way to make a large-scale, sustainable impact on millions of young people.

Educate! supported Uganda's government in the integration of a more practical national entrepreneurship curriculum and student business club structure, as well as improving its upper secondary entrepreneurship national exam to evaluate what students actually accomplish in the business clubs.

50,000 YOUTH
reached annually
as a result of upper
secondary curriculum
reforms

**45% OF ALL
UGANDAN
SCHOOLS**
now have active
Business Clubs based
on Educate!'s model



Photo by Lindsey Platt

Answering Our Biggest Scaling Question Yet

LEARNINGS FROM OUR FIRST YEAR IN NORTHERN UGANDA

When Educate! launched in Northern Uganda last year we saw an opportunity to answer our biggest scaling challenge: How can we ensure that we maintain the quality of our program in more challenging conditions?

Northern Uganda is a post-conflict region with limited infrastructure and services, the highest poverty rate, and the highest youth unemployment rates in the country. When we launched in the North in 2016 in over 90 schools with almost 4,000 scholars, our goal was to maintain our impact. Our model is designed to work in all types of contexts, regardless of geography or resource access.

Educate! continually iterates on our model with the goal of designing a program that has the maximum impact on students' lives. Our work in Northern Uganda was no different.

We used our first year of operations in Northern Uganda to adapt our model based on the needs and challenges of the area. Now, one year into our operations in Northern Uganda, we learned some key lessons which have further strengthened our model for scale.

More specialized support for students increased content comprehension.

In Northern Uganda, literacy rates are lower, so Mentors were trained to break down the curriculum language to make lessons more accessible. In addition, Mentors review instructions for out-of-class assignments with Scholars in advance to increase confidence as they independently apply new skills in the real world.

Gender Equity initiative adapted to regional culture increases girls' positive participation in Educate! programs.

Mentors reported lower attendance for female Scholars due to unique expectations and more obligations at home after school hours. Therefore, Educate! lessons are taught during the school day to increase attendance. In addition, we developed new strategies sensitive to Northern Ugandan culture, including a gender training for Mentors and teachers.

We strategically zoned schools to increase efficiency of field staff.

There are more rural schools in Northern Uganda than Educate!'s other regions, which created long travel times. By strategically zoning schools, staff are able to spend more time in an area and visit more than one school on a trip.

We are proud to report that our monitoring data from Northern Uganda remained consistent with our other regions during our first year in operation there. This demonstrates that we were successful in implementing a program of equal quality, and building a model adaptable to various contexts.

Photo by Lindsey Platt



8 Years Later

EDUCATE!'S FIRST GRADUATE STILL CHANGING LIVES

In 2009, Educate!'s inaugural year, Sam Mbulamukungi enrolled in a Skills Course and changed the trajectory of his life. For years, Sam's parents used their small farming wages for two things: paying for their family's basic needs and Sam's education. It was this sacrifice that motivated Sam to excel in school, hoping that one day his parents' efforts would pay off. When James Katumba, an Educate! Mentor, told Sam and his secondary school classmates that they could enroll in a course to acquire leadership and entrepreneurship skills, Sam believed that this was the opportunity he had been searching for. And Sam wasn't the only one who felt this way; he recalls how "the whole school was being put on fire from the flame that Educate! had lit in us." The Skills Course, Sam thought, could change everything. Sam was right.

“ I am feeling more fulfilled because I am seeing other people, their lives being changed, being transformed, and that makes me happy. ”

In less than two years, Sam and his cohort of 40 Educate! Scholars not only gained the hard and soft skills crucial for business creation and community change, but they launched real businesses in school to address local challenges. They conducted community research, pitched product ideas, networked and marketed, made profits, reinvested, tried and failed and tried again, and their Mentor guided them every step of the way. By the time Sam and his Educate! classmates graduated from high school, they had serious enterprise experience under their belts and a vision for the future. Today, Sam is the founder of two successful businesses and has created employment for upwards of 50 youth and women. When he looks back on his life, he is adamant about one thing: “From the Educate! Experience, I learned to discover who I am.”

GIVING LIGHT TO PALLISA

When Sam graduated from high school and the Educate! Experience, he returned to his home in Eastern Uganda, Pallisa, with a strong desire to apply his newfound passion towards catalyzing his community's transformation. He conducted a needs-assessment and zeroed in

on two of the most pressing issues: youth unemployment and inadequate lighting in homes. To address both, Sam decided to employ idle youth to sell affordable solar energy systems to families throughout his village. After a series of pitching to unwilling solar distributors, he was able to land a deal. Sam was in business.

There were three significant benefits to solar energy: it was more cost effective than purchasing paraffin wax for candles, it was clean and renewable, and families could increase monthly income upwards of \$30 by charging phones for their neighbors for a small fee. Sam and his team explained the issues to the community and went door to door, helping residents calculate how much money they could save over time. When families couldn't pay upfront, Sam offered a payment plan. Slowly but surely, homes in Pallisa began to light up and his business, NGOs Are For Energy, thrived.

By 2013, Sam was covering the entire Pallisa district. By 2016, he was covering three more districts and employing fifteen to twenty-five youth in each. Sam's vision for his community is a simple yet ambitious one: for families to be able send their

children to school, provide three meals each day, and afford basic health care. Today, Sam has stepped back from the day-to-day operations to focus on his other pursuits, but 10 franchisees remain in each district to run the businesses on their own and continue the work Sam started.

A COFFEE KIBBUTZ IN KAMPALA

While Sam's company was getting up and running in Pallisa, he was also earning his Bachelor's Degree in Agriculture. His course of study included a year-long study abroad trip to Israel, which led him to his second business pursuit: coffee. In 2014, Sam launched Agrinvestment Kibbutz (Kibbutz is a Hebrew word for “collective community”). Coffee, as Sam knew, is Uganda's chief export, and the government sponsors programs to incentivize farmers to grow it. Sam's new business would help young men and women take advantage of the government program while teaching best business and farming practices.

In Sam's first year of production, his business earned 45 million Ugandan Shillings (\$12,500) in revenue. This year, Sam's “Kibbutz” aims to increase profits and reduce production costs by correcting past mistakes and growing larger quantities of coffee. This season, Sam's collective is raising half a million seedlings. He expects to make 120 million Ugandan Shillings (over \$33,000) in revenue and earn 65 million Ugandan Shillings (over \$18,000) in profit. He currently employs 22 women who each earn

\$100 per month, and he has expanded his operation to run in four different centers across Uganda.

ANYONE CAN BECOME THE BEST

Sam has a deep satisfaction for the work that he does. To him, it's not only about being a businessman, it's about the effect he has on his country and pursuing new possibilities that previously seemed out of reach. “Before, I was just dreaming; maybe I will study very hard, get a job from government—that is what I was hoping. But then later on I said, ‘Okay it is better to create more opportunities for people who are not like myself.’ From then, I've been into community development and how to empower others. I now find purpose in life, for sure. And I am feeling more fulfilled because I am seeing other people, their lives being changed, being transformed, and that makes me happy.”

Sam still has big dreams on the horizon. He hopes that, one day, coffee-lovers around the world will be able to find his roasted beans in their supermarkets. But Sam never talks too long about his accomplishments or dreams before coming back to the source of it all: “The whole thing has to do with attitude and having people around you who are supportive, having people around who are mentors who discover what you're good at and help you to grow. If kids can have someone who can tell them, ‘this is what you can be, you can raise to this level’...people can help them achieve their dreams. Anyone can become the best.”



Educate! Expands to Rwanda

MAKING REFORM A REALITY: SUPPORTING THE ROLLOUT OF THE NEW SKILLS-BASED CURRICULUM

To combat the skills-gap driving high youth unemployment rates, the Rwanda Ministry of Education developed a new competency-based curriculum that will help youth learn the skills they need to improve their livelihoods after graduation. The curriculum is intended to improve teaching and learning strategies and equip youth with the skills they need to drive the economy. These new reforms have the potential to transform Rwanda’s economic future. Educate! has been invited by Rwanda’s Ministry of Education to work on the ground floor of the reform.

Educate!’s role in Rwanda is two-fold: To be a technical advisor to the government on the skills-based curriculum reforms and to support the effective rollout of the reforms.



Photo: Teacher Training in Rwanda

“Educate! came at the right time, I believe. We really needed them as far as making [the] entrepreneurship subject more practical and making the Competence-Based Curriculum real! Educate!’s approach enriches teaching and learning process[es] to be participatory, involve active and hands on methods so that the learners are actively engaged, get the opportunity to practice during entrepreneurship skills lab and so enhance new skills, self-confidence, values and attitude to become enterprising citizens.”

Florian Rutiyomba, Entrepreneurship specialist, Rwandan Education Board/ Curriculum and Pedagogical Materials Department

TECHNICAL ADVISORY SERVICES

In 2016, Educate! advised the government of Rwanda on ambitious skills-based education reforms. The curriculum reforms in Rwanda will ultimately impact the education of 215,000 youth annually—that’s every secondary student in the country.

In partnership with Akazi Kanoze, Educate! worked with the Rwandan Education Board to help design its new curriculum, which features two unique innovations to support competency-based education.



SKILLS LABS

Borrowing from the term science labs, Skills Lab is the experiential education pedagogy aspect of our model (i.e. the way we teach students by doing). Skills Labs give teachers a structure to use for any subject that makes learning more interactive, student-focused, and practical. Skills Labs focus on engaged group work, hands-on learning, and presentation skills.



STUDENT BUSINESS CLUBS

This student-led club allows learners to start businesses in a school setting. The clubs are an experiential platform for students to acquire critical 21st century and business/employability skills. These skills will enable them to meet the demands of the labor market or create their own jobs.

EDUCATION REFORM ROLLOUT

To support the Rwandan government with nationwide rollout of its skills-based curriculum, Educate!, together with our partner, Akazi Kanoze, launched a teacher training program in 2016. The goal of this program, called the Educate! Exchange, is to accelerate the adoption of experiential teaching methods, leading to the practice of workforce readiness, entrepreneurship, and 21st century skills in schools.



TEACHER TRAINING

Teachers are turnkey players in the curriculum reform, which is why we’ve invested in building their capacity through continual professional development through regular training workshops.

- At trainings, teachers test Skills Lab components in a safe learning environment through micro-teaching sessions.
- Workshops include gender awareness training and discussions on how gender can be incorporated into the classroom.



EXCHANGE VISITS

Exchange Visits are the core of our innovation in Rwanda. They give entrepreneurship teachers an opportunity to visit each other’s schools to see the innovative ways their peers are putting the new curriculum into practice. These visits accelerate the take-up of skills-based pedagogical practices through accountability and learning, while also providing coaching and professional development opportunities.

No Assembly Required

SKILLS LABS PUT YOUTH AT THE HEART OF THE CLASSROOM

A two hour bus trip and a twenty minute motorbike ride puts you deep in the village of Rwanda's Kayonza district where there's a modest secondary school called GS Nyawera. It's a fairly typical Rwandan school for this region — brimming with bright and eager minds, but facing challenges as a result of its rural location and resource constraints. Classroom after classroom, students sit in rows copying notes from the board and preparing for exams. Except for one room in the school: Teacher Jean-Bosco's entrepreneurship class. The room has been rearranged for the five groups of students huddled in conversation, their desks are facing each other and arranged in clusters, and Bosco, almost unseen, leans in to one group, listening and gently guiding group discussions before moving on to the next. The atmosphere is buzzing with energy because the class is busily preparing for a new activity: a debate.

Teacher Jean-Bosco is among the first teachers in Rwanda to implement Skills Lab, a student-centered, skills-based approach to learning, which was written into Rwanda's reformed secondary school entrepreneurship curriculum and rolled out in 2016. Designed with improved student learning outcomes at its core, Skills Lab inherently changes the way teachers teach and, in turn, drastically changes the way students learn. The pedagogy shift lies in its design: students first build their knowledge, then engage in group work, and cap off the Lab by presenting what they've discovered. This format is an impressive shift away from the sedentary, rote memorization-style learning happening in the adjacent classrooms. Importantly, Jean-Bosco's classroom doesn't have any new technology or teaching aide. The reform didn't come with smartboards or iPads, but it introduced the Skills Lab framework and channeled Jean-Bosco's desire to see what all teachers hope to see: their students truly, deeply engaged in learning.

Jean-Bosco takes a final lap around the room and, with a small signal, steps back to watch his pupils position themselves at the heart of the classroom and launch into debate.

For the majority of today's class, Jean-Bosco's students ran the show— they challenged one another, asked critical questions, and held themselves accountable to the lesson's content. In less than two years, these same students will be graduating with the hopes that their experience in the classroom today will be their foundation for success in the future.

The reform didn't come with smartboards or iPads, but it introduced the Skills Lab framework and channeled Jean-Bosco's desire to see what all teachers hope to see: their students truly, deeply engaged in learning.

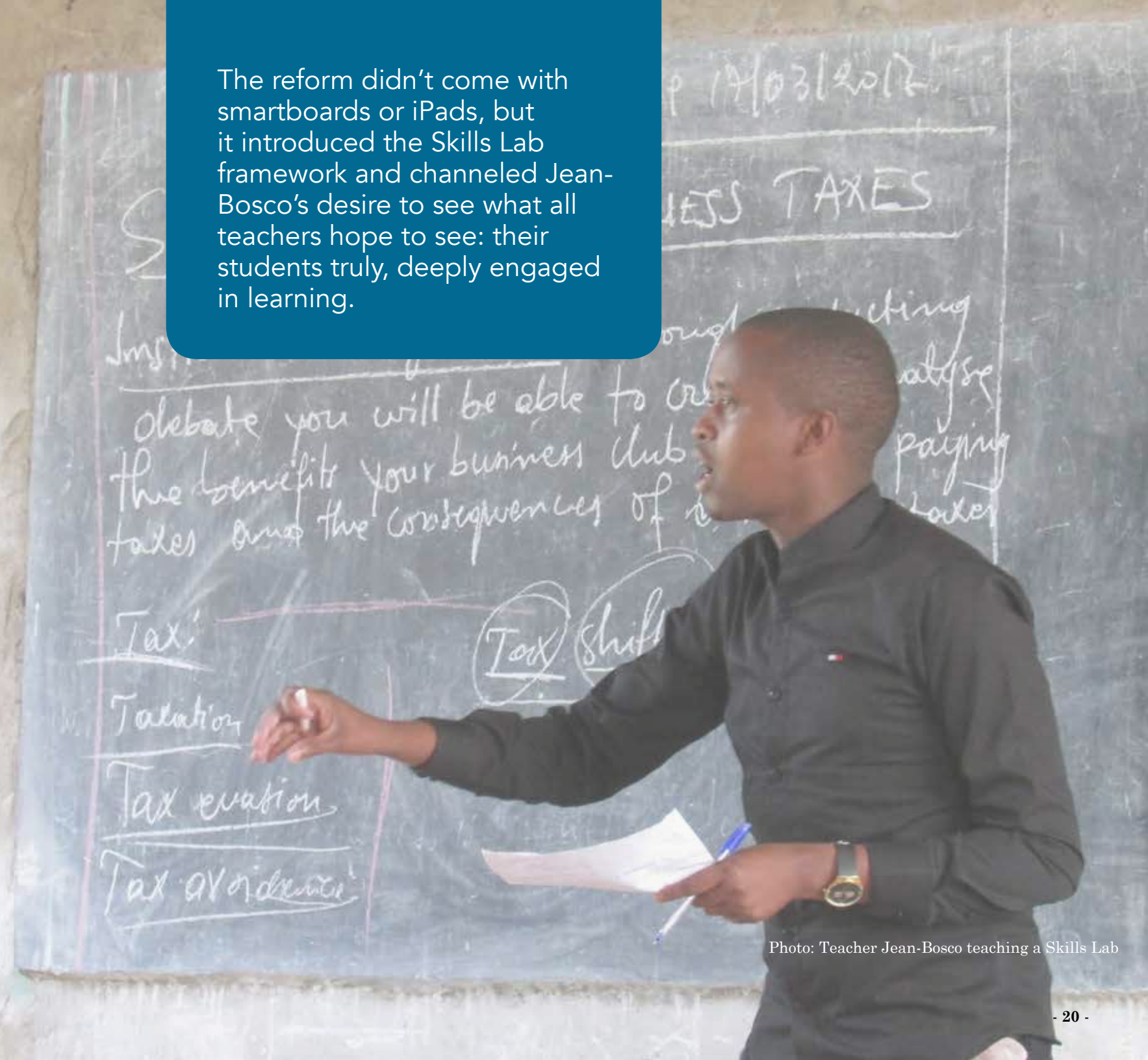


Photo: Teacher Jean-Bosco teaching a Skills Lab



AMBITIOUS AND EMPOWERED

A master multi-tasker at only 19 years old, Munirah Bashirah is both a self-made businesswoman and a star Educate! Mentor.

Beloved by her Scholars for her insightful coaching and steadfast encouragement, Munirah brings grit, passion, and drive to everything she does. Since graduating from the Educate! Experience, Munirah has relentlessly pursued her dream of owning a successful art and design business. Her fashion and design company, the Muni Textile and Fabric Co., is an outlet for Munirah's creative talents, where she designs and retails fashionable and modest clothing for other young Muslim women. To expand her business, Munirah taught herself to screen print, and soon after noticed a market opportunity others had missed. For the 2016 Kampala City Festival, Munirah designed and printed T-shirts with the festival's logo. Munirah's first batch of shirts sold out almost the instant she opened her festival stall, so she rushed home to make more, only to sell out again. By the end of the weekend, Munirah had sold



378 T-shirts and made her largest profit ever. By challenging herself to take on ambitious business projects and reaping the rewards of her hard work, Munirah is a shining example for the next generation of young female entrepreneurs.

Innovations Toward A Best-In-Class Girls Empowerment Strategy

Helping girls across Africa break free from systemic inequality and drive economic development

Educate! has an outsized impact on girls. Our randomized controlled trial found that Educate!'s female graduates:



EARN 120%
more than their peers
in a control group



HAVE A 152%
increase in business
ownership

To ensure this impact continues as we scale, in 2016 we launched a groundbreaking research project, creating new strategies to better address the gender challenges our students face. Here are 3 big steps we took based on the results of our study:

A GENDER WORKSHOP FOR EDUCATORS

Educate! hosted a workshop to give education professionals the tools to support girls in overcoming gender barriers in the classroom. We also introduced key terms and concepts related to gender awareness and gender equity in education.

A GENDER-RESPONSIVE SKILLS COURSE

Course materials now include more case studies of female entrepreneurs and women in professional leadership positions, and our Mentors complete a comprehensive gender training to ensure that gender best practices are incorporated in the Educate! classroom.

GENDER CODE OF BEHAVIOR

After the gender workshop, the teachers and administrators went back to their schools and led a gender training for their coworkers. In this training, the school staff worked together to create a Gender Code of Behavior for their school, committing educators to five actions related to gender equity in the classroom.

KEY PROGRAM IMPACTS ON GENDER EQUITY

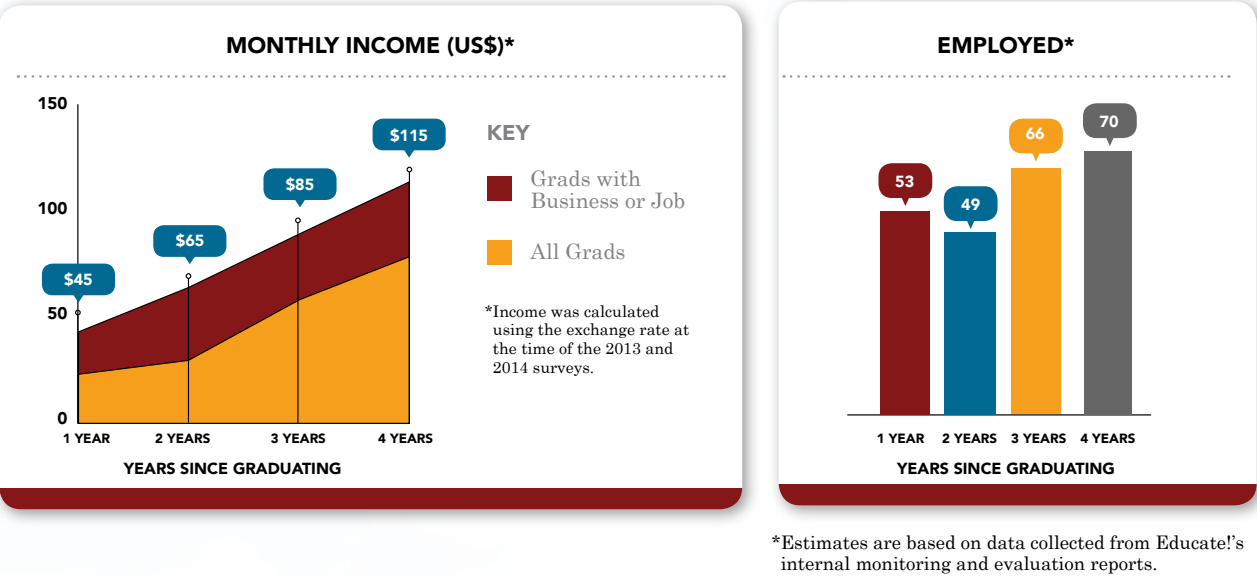
Our study found that these interventions lead to a measurable improvement in gender-related attitudes for Scholars and teachers:

Our curriculum positively influences Scholar perceptions about women's ability to start their own businesses, pursue higher income activities outside the home, and be worthy of investment.

Our teacher intervention resulted in both male and female teachers showing a significant improvement in attitudes about girls taking leadership positions, pursuing higher income activities outside the home, and actively participating in the classroom.

Impact that Grows

Educate! graduates see better outcomes year after year following program completion.



Cumulative Impact Numbers Since 2009**

15,000+

Businesses launched

9,000+

Additional jobs created by graduates' businesses/ community projects

14,000+

Community projects launched

5,000+

Youth employed

12,000+

Have attended university

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

Always Learning: 2016 Investments in Monitoring and Evaluation

Since inception, Educate! has rigorously designed, tested, and improved our skills-based model of education in Uganda specifically to transform the lives of youth in Africa.

BUILDING AN EXPERTISE IN GENDER

We launched an iterative research project to ensure that gender equity, justice, and consciousness continue to be fully implemented in all components of our program and that we maintain our outsized impact on girls as we scale. During this research, we piloted gender equity interventions targeting each of the primary stakeholder groups in our organization: students, teachers and staff. See more on page 22.

REAL TIME MONITORING VIA A MULTI-COUNTRY DASHBOARD

Educate! field staff use smartphone technology to report monitoring data in Uganda that populates a web-based dashboard in real time. This enables Educate! to monitor performance at scale. We're now expanding the internal dashboard to Rwanda. The goal is to create a uniform framework that can be used across multiple countries to provide rapid and actionable real-time tracking of key program metrics for all of our programs across East Africa.

RANDOMIZED CONTROLLED TRIAL IN RWANDA

With funding from Abdul Latif Jameel Poverty Action Lab (J-PAL), we launched a groundbreaking randomized controlled trial (RCT) in 2016 to examine the impact of our intensive in-service teacher training intervention on implementation of Rwanda's education reforms. The study will measure impact on academic and life outcomes for students, including income, university enrollment, small business creation, and 21st century soft skills. Results from the RCT will inform both Educate!'s expansion strategy as well as government efforts to implement competency-based curriculum reforms in secondary schools across Africa.

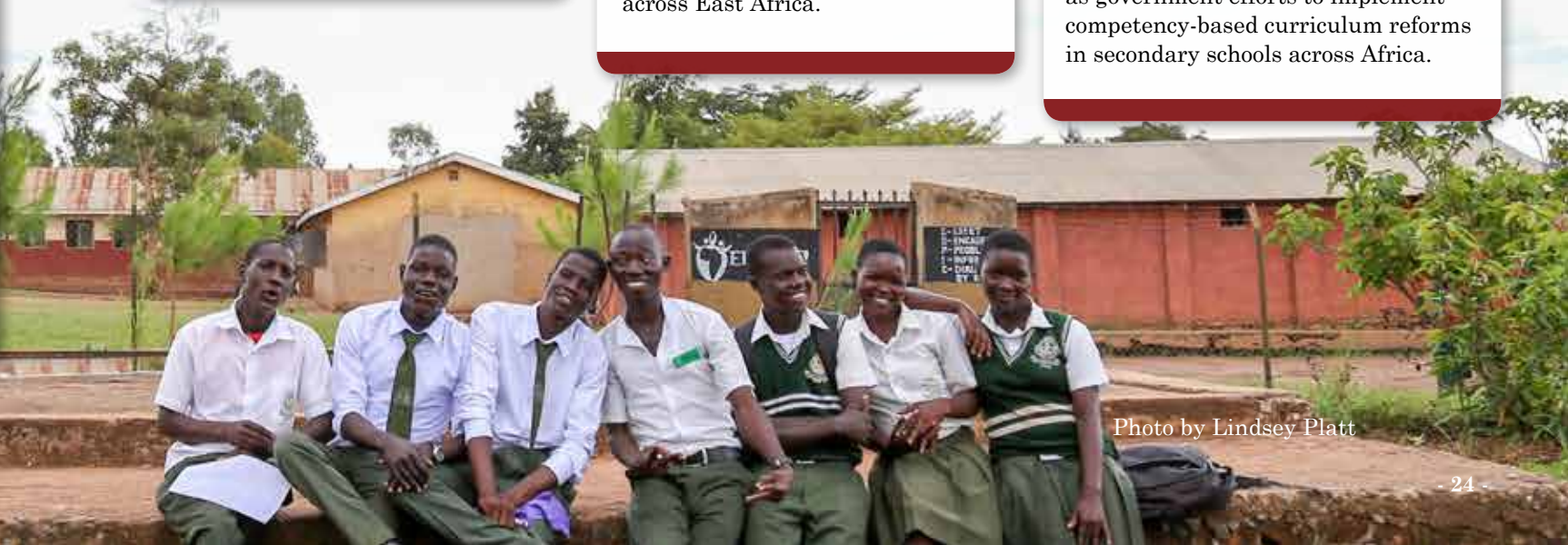


Photo by Lindsey Platt

The Lifecycle of Student Business Clubs

GIVING YOUTH THE TOOLS TO BECOME DRIVERS OF DEVELOPMENT

Student Business Clubs are at the heart of the Educate! model in Uganda and Rwanda. They are an experiential platform for acquiring critical 21st century skills and where students learn valuable business skills that will enable them to meet the demands of the labor market or create their own jobs. The lifecycle of a Student Business Club enables youth to acquire hard and soft skills such as leadership, research, public speaking, marketing, fundraising, finance, and more. Here is a look at the lifecycle of a Student Business Club at an Educate! partner school.



UGANDA RWANDA

99% 99%

% of Educate! schools that
launched a Student Business Club

96% 100%

% of Clubs that launched at
least one business project

140 67

average number of Club
members per school

189,013 28,908
UGX RWF

(~\$52) (~\$34)

average Club profit by
year end

FEATURED BUSINESS CLUB

KIBULI SECONDARY SCHOOL

The Educate! Business Club at Kibuli Secondary School is a prime example of students learning how to run a business, give back to their community, and reduce waste in the environment

The Educate! Club runs a community project that looks after 5 families with a total of 25 children and elderly people in Kibuli. The Club supports these families to meet their basic needs, like food, clothing, sanitary products, and scholastic materials for the children.

The Club operates several projects for profit to help support their community project including a coffee shop catering to the students and teachers of Kibuli, producing fruit salads, juice, and butter icing, book binding, and designing and printing stickers. These projects have generated income for the Club and made it sustainable. The Club uses locally available materials to make and package their products.



Photo by Lindsey Platt



“What I like best about being a Mentor is finding people who have the same passions as [I have]. I’m proud that when I speak, the Scholars feel motivated.”



EDUCATE! MENTORS

The frontline field staff who deliver our model in schools are some of the hardest working, most resilient, resourceful, and passionate young leaders you’ll ever meet.



“Being a Mentor—I love it. My Scholars have learned a lot from me...my dream is to create skilled, computer-literate youth.”

Andrew: Educate! Mentor, Masaka

“It’s a good feeling to mentor other people. They trust you and they know you’re going to invest in them and believe in them. I love what I’m doing.”

Annette: Educate! Mentor, Soroti-Serere

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A sincere thank you to all our donors, big and small, who contributed during the 2016 calendar year. Your support is unlocking the potential of youth to solve poverty.

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Financials

Statement of Activities

| REVENUE | |
|--------------------------|--------------------|
| Contract Revenue | \$8,632 |
| Individual Contributions | \$182,275 |
| Corporate contributions | \$5,688 |
| Foundation/ Trust grants | \$3,412,478 |
| Investment income | \$1,246 |
| Miscellaneous Revenue | - |
| Program Fees | \$26,596 |
| Total Revenue | \$3,636,915 |

| EXPENSES | |
|----------------------|--------------------|
| Total Programs | \$2,397,515 |
| Total Fundraising | \$199,549 |
| Total Administrative | \$109,283 |
| Total Expense | \$2,706,347 |

Statement of Financial Position

| CHANGE IN NET ASSETS | \$968,721 |
|---------------------------------|--------------------|
| Net assets at beginning of year | \$2,410,245 |
| Net assets at end of year | \$3,378,966 |
| Total Current Assets | \$3,406,791 |
| Total Fixed Assets | - |
| Total Other Assets | \$100,000 |
| Total Assets | \$3,506,791 |

| LIABILITIES AND NET ASSETS | |
|---|--------------------|
| Total current liabilities | \$127,795 |
| Net assets | \$3,378,996 |
| Total liabilities & net assets | \$3,506,791 |

Photo: Lindsey Platt



YOUTH ARE THE SOLUTION

Educate!

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