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

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

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

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

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

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

Never despise a humble beginning - Amos Safari

Amos Safari, a Squad 4 Scholar from Kitara Secondary School in Hoima, has always desired to create a poverty-free community. Towards the end of last term, no one knew if this jovial, yet quiet youth would be in position to complete his exams due to a lack of school fees. Out of concern, his Mentor, Sarah, approached the Head Teacher explaining Amos’ situation. Understanding and compassionate, the Head Teacher permitted Amos to take his end of term examinations on the condition that, during his term break, he would raise the money to cover his school fees. Drawing on his Educate! experience, Amos began looking for a business opportunity that would meet his financial needs, rather than asking others for financial support.

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

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

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

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

Founders Statement

Never despise a humble beginning - Amos Safari

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Dear Friends,

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

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

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

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

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

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

We Did What?!

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

**Partnered with 56 schools.**

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

**Worked in 10 Ugandan districts.**

**Demographic Breakdown**

<table>
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<tr>
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<tr>
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<td>54%</td>
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<table>
<thead>
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<th>Environment</th>
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</thead>
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<td>Rural</td>
<td>56%</td>
</tr>
<tr>
<td>Urban</td>
<td>44%</td>
</tr>
</tbody>
</table>
Gideon Nkurunungi

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

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

Brenda Akello

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

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

Esther Kayesu

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

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

Her ultimate goal is to create jobs for fellow youths in her community because unemployment is a reality for many people her age. Esther enjoys sharing exponentially and says she wants to influence other youth to start enterprises just like she will. She currently leads a mentoring group for girls in her dormitory, where she organizes weekly mentoring sessions, group team building and feedback sessions. Her role models are Nelson Mandela and Wangari Maathai. She hopes to become a leader and follow in their footsteps.
Step 1: DEMONSTRATE - building the model -

The Educate! Experience (ExP) and Graduate Programs

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

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

- Evidence-based leadership & entrepreneurship course
- Interactive & engaging teaching
- Intensive mentorship
- Experience starting enterprise
- Exposure to out of school networks, resources, and opportunities
- Additional mentorship, training, capital, and partnerships through Youth Business Accelerator

The Impact

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

Timeline

2009 2010 2011 2012

- Added first class of 350 students at 24 schools
- Added second class of 350 students at the same 24 schools
- Added new class of 600 students at 12 of the same schools and 12 new schools, 36 schools total
- Partnered with the Ugandan Government to get the model adopted into the education system: curriculum and student business clubs also integrated
- Added new class of almost 1,400 students across 12 old schools and 24 new schools
- Educate! curriculum and student business clubs launched across 1,000 schools in Uganda, reaching 25,000+ students

We Did What?!

IMPACT At-a-Glance

- 94% of Graduates are either continuing their education, working for someone else, or have started a business.
- 56% of Graduates have a small business and those with a business have earned an average of nearly 100,000 UGX ($40 USD) per month.
- 44% of Graduates with a small business employ at least one other person, and they pay that person approximately 46,000 UGX ($18 USD) per month.
Impact: Leadership Initiative
81% of Graduates have volunteered in their community during the past year.
70% of Scholars have taken on a new leadership position since joining Educate!
49% of Graduates have advocated for changes in their communities.
37% of Graduates have started a community outreach initiative.
632 social entrepreneurship or community service projects have been created to address community issues of poverty, disease, violence, lack of education, and/or environmental degradation.

Impact: Small Business Creation
1,056 scholars and Graduates have started enterprises.
220 Group Enterprises have been created with the Student Business Clubs. They generated 18,500,000 UGX (approx $5,930 USD) in revenue during the 3rd Trimester 2012.

IMPACT At-a-Glance
94% of Graduates are either continuing their education, working for someone else, or have started a business.
73% of Graduates are pursuing higher, post-secondary education.
56% of Graduates have a small business and those with a business have earned an average of nearly 100,000 UGX ($40 USD) per month.
44% of Graduates with a small business employ at least one other person, and they pay that person approximately 46,000 UGX ($18 USD) per month.
25% of Graduates are employed by someone else, and those with a job have earned an average of approximately 178,800 UGX ($70 USD) per month.

We’ve Got the Model... What Comes Next?
Step 2: INTEGRATE - getting schools to deliver the model -

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

Outputs
High school teachers and administration
- Training in Interactive and engaging teaching methods
- Set up and train faculty in mentorship structures
- Start student business clubs and facilitate school faculty to support them
- Train faculty to hold teachers accountable for delivering above outcomes

Outcomes
High school juniors and seniors [15-20 years old]
- Interactive & engaging teaching
- Intensive mentorship
- Student Business Clubs

The Impact
Graduates of the TAM program develop:
- Self-efficacy
- Leadership Initiative and community participation
- Small business creation
- Improved livelihoods

We Did What!?
Reached 1,413 students through TAM.
Mentored 755 students participating in TAM Business Clubs.
Partnersed with 16 Schools to administer TAM.
Trained 90 Teachers and Administrators.

Impact: Leadership Initiative
Impact: Small Business Creation
Impact At-a-Glance
Change through Partnership

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

Success!

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

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

Advocacy Metrics

We Did What?!

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

• Held 30 meetings with seven key people
• Facilitated three week-long workshop series with the National Curriculum Development Center and a panel of teachers from across Uganda
• Participated in countless brainstorming sessions
• Culled and incorporated feedback from peers and leaders in the field
Walter Musinguzi
Walter attends St. Mary’s High School. When he first joined Educate!, he struggled to come up with a business idea that he felt passionate about. During the course of his time with Educate! and interacting with those around him, he eventually developed the perfect business idea: producing affordable packed milk with his friends and his community. He quickly went to work researching what it would take to make his vision a reality. He now feels he has the skills and knowledge that will give him the ability to start such a business.
Because packed milk is expensive for most people, he hopes to produce milk that will be affordable for all. He feels that this is important because the nutritional value of milk should be available for everyone—not just the wealthy. Walter plans to start his business in a couple of months. He hopes that his business will ultimately make a meaningful impact in his community!

Alex Kiyingi
Alex attended Midland High School and is now a proud Educate! Graduate. He dreams of becoming a social worker in order to help orphans and others in need. With skills learned in the Educate! program, advice from his Mentor and the Educate! Graduate Course, he created the Youth Cafe. The Cafe is designed to inspire youth through events and motivational speakers, including successful entrepreneurs. Alex believes that well positively impact youth in his community. His main goal is to create awareness and share useful information—such as some of the Educate! curriculum. So far, over 100 youth have benefited from the Cafe.
To sustain the Cafe, Alex runs a goat-rearing project with the help of other youth in his community. His vision is to see a healthy, empowered, and purpose-driven group of youth. He wants the Cafe to encourage youth to realize their dreams and prove to the world that they can be changemakers!

Francine Nsubuga
Francine is an Educate! Graduate who is now at University studying journalism. While at Educate!, she created the Best Vision orphanage project, the Break Dance project, and a goat and rabbit rearing project. She currently runs all of the projects (while still in school!), and attributes her success to the networking and leadership skills she received from the Educate! Course.
For the Best Vision orphanage project (designed to empower orphans to succeed in school), she started working with two children three years ago, and today, works with 42 children! As a social entrepreneur, she has decided to help those that need extra encouragement and guidance.
Being a dancer motivated Francine to start the Break Dance project, giving dance lessons to homeless children in Kampala. Through this project, she won the Tyla Award 2012 (a $200 grant). With this money, she started her rabbit and goat-rearing project, which is based in Mpigi, with 40 goats and 15 rabbits.
Research and Development Focus

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

We Did What?!

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

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

We're also using a design process that synthesizes peer-reviewed research from Harvard and best practices from startups in Silicon Valley, with the goal of creating the most innovative and effective program not just in Uganda, but in all of Sub-Saharan Africa.

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

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

Copylefting: It’s Only Right!

Educate! Leadership and Entrepreneurship Curriculum

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

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

To give some examples of our copylefting partners:

- Congo Leadership Initiative translates the curriculum to French and has been leading youth through a shortened version of the curriculum for several years. They're expanding by helping other organizations around the DRC implement the model!
- COBURWAS uses the curriculum to empower refugees, while the Apatzingán Valley Institute in Mexico incorporated the curriculum and Educate! model (including mentorship) throughout their classes.
- AfricAid translated the curriculum to Swahili and has innovated on the model to empower girls in Tanzania.
- The UN International Labor Organization (ILO), a recipient of the Nobel Peace Prize, incorporated our curriculum into the national education system of Uganda, and used components of the curriculum in their "Know About Business" program. Authored by Bob Nelson and Debbi Brucc, Know About Business is implemented in more than 45 countries around the world.
- Educate! also shares the guide we use to train the Mentors with organizations around the world. The Mentors use a relationship-based, student-centered instruction method. By building supportive relationships with the youth, Mentors effectively empower the next generation to lead change. We believe the curriculum is most effective when taught in such a way.

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

Where in the World Are We?

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

- Africa: 27 organizations
- Asia: 3 organizations
- Australia: 3 organizations
- Europe: 18 organizations
- Middle East: 5 organizations
- North America: 23 organizations
- South America: 21 organizations
- Central America: 7 organizations
- Caribbean: 3 organizations
- Latin America: 11 organizations

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Letter From the Field

Solomon Kayiwa, Educate! Graduate Program Manager

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

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

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

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

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

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

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

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

-Solomon Kayiwa, Educate! Graduate Program Manager

“I have learned that youth are like clay: whatever you want to make out of it, you can... And youth have great potential!”
## Awards and Recognition 2012/2013

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

**Educate! Co-Founders Recognized by Forbes**
Our co-founders were named to Forbes magazine’s Top 30 Under 30 Social Entrepreneurs, joining a cadre of top global innovators and entrepreneurs who are “impatient to change the world.”

**Curriculum Launched to over 25,000 across Uganda in 2012**
The Ugandan government has incorporated Educate’s leadership and entrepreneurship curriculum into the national education system, guiding thousands of secondary school students annually in every corner of the country.

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

### Board of Directors
- **TIM ARMOUR** - CEO, Cure Alzheimer’s Fund
- **BORIS RULAYEY** - Co-founder and Executive Director, Educate!
- **ERIC GLUSTROM** - Co-founder, Educate!
- **KEVIN HORAN** (Running Chair) - Vice President, International Lease Finance Corporation
- **LISA ISSROFF** - The Issroff Family Foundation
- **LEONARDO LOCARICO** - Founder and Chairman of Winslow Inc.
- **BRIAN MAKARE** - Social Entrepreneur
- **JOHN MCDERMOTT** (Retiring Chair) - Retired Professor, Moravian College
- **DEREK WITTENBERG** - Managing Director at Ion Partners LLC

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- **ASH HARTWELL** - Professor at Center for International Education, UMass and Education Consultant
- **SETH J. LEVINE** - Co-founder, Foundry Group
- **ANTHONY MARX** - President, New York Public Library
- **MATTHEW MURUMBA** - Actor
- **ROBERT NELSON** - Author and Consultant, UN’s International Labour Organisation
- **ERIC REYNOLDS** - Social Entrepreneur and Founder, Inyenyeri
- **JOHN ROVEGNO** - Former CTO, Synapse
- **SCOTT SHERMAN** - Executive Director, Transformative Action Institute
- **KARTI SUBRAMANIAN** - Partner, Vera Solutions
- **PETER WIRTH** - Head of Investment Banking, Keefe, Bruyette & Woods

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- **JAMES BULLENZIBUTO** - Founding Member, Elmina Trust and Public Relations Officer, Kanyakwe University
- **PETR KASENENE** - Former Minister of Privatization, Government of Uganda and Founder, Thermen More Leadership Institute
- **MARTIN KISAWUZI** - Founder & Director, Bosito Modern Academy and Credit Office, Coronary Bank
- **TIM KREUTTER** - Founder & Director, Centum
- **ERIC KREUTTER** - Centum
- **EMILY LUTYENS** - Former Country Director, Educate!
- **ARAMANZAN MADANDA** - Lecturer in Women and Gender Studies, Makerere University and Founding Member, Mt. Masaba High School
- **IRENE MUTUMBA** - Founder & Executive Director, Private Education Development Network and Ashoka Fellow
- **PETER BENDHUR NYERO** - Director, Besonally Paj Limited
- **EDWARD SEREBYU** - Assistant Commissioner of Private Secondary Schools, Ministry of Education of the Government of Uganda
- **COLLINS H YUGUMIRIZERE** - Founder & Executive Director, Abradescent
- **BEN WAIRA** - Associate Governor, East Africa Rotary
- **JONAH WALUSIMBI** - Head Teacher, Greenhill Academy
- **LESLEY WEIGHILL** - Founder & Executive Director, The Real Uganda
- **MARGARET WOKURI** - Columnist, The Daily Monitor and Founding Member, Mt. Masaba High School

### Past Awards

- **Champions of Quality Education in Africa**
- **TEACH A MAN TO FISH**
- **GRINELL COLLEGE**
- **ECHOING GREEN**

**Changes Lives, Transforming Education**

---

www.experienceeducate.org
# Statement of Activities

1/1/2012-12/31/2012

<table>
<thead>
<tr>
<th>Revenue</th>
<th>$10,000-$24,999</th>
<th>$5,000-$9,999</th>
<th>$25,000+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Foundations and Trusts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Events (less cost of direct benefit of $14,765)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$289,106</td>
<td>$25,000</td>
<td>$109,264</td>
</tr>
</tbody>
</table>

| Expenditures                                 | $656,099        | $112,324      | $65,606  |

| Change in Net Assets                         | $65,606         |               |          |

# Statement of Financial Position

As of December 31, 2011

<table>
<thead>
<tr>
<th>Assets</th>
<th>$16,029</th>
<th>$12,587</th>
<th>$5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Accounts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>$365,061</th>
<th></th>
<th>$5,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Liabilities</td>
<td>$349,475</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Equity and Liabilities</td>
<td>$353,048</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In Memoriam

Ward Watson was a visionary leader who dedicated his life to advancing the field of education. His contributions were not only to the organization he co-founded, Educate!, but also to the community he called home. Through his philanthropy and leadership, Ward leaves a lasting legacy that will continue to inspire and motivate future generations. Ward's values of integrity, commitment, and service will live on through the Scholars, Mentors, and staff of Educate!.

Thank You!

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

- **$25,000+**
  - Anonymous
  - Anonymous
  - Cohen Family Foundation
  - ECOM Foundation
  - Halloran Philanthropies
  - Forward Foundation
  - International Labour Organisation
  - Project Redwood
  - Segal Family Foundation
  - David Tieu
  - Ward Watson
  - The Youth Employment Network

- **$10,000-$24,999**
  - Anonymous
  - Avoca
  - Bloodrock Foundation
  - Ed and Ann Beirneus Gift Fund
  - Global Fund for Children
  - Jane and John Hapf
  - David and Lisa Joroff
  - Arthur Kewing
  - Kathleen Partido
  - Red Emspeer Foundation
  - Linda and Tom Schutt
  - The Marvin-Tyson Charitable Fund, a part of the Tomberg Family Philanthropies

- **$5,000-$9,999**
  - African Leadership Academy
  - Leonardo LeCasanou
  - Maria LoCasino
  - John and Emily McDermott
  - Wade Foundation
  - Peter Wirth

- **$1,000-4,999**
  - Doug Abbey
  - Tom Arrows*
  - Ken Barron
  - Bronx Rotary Club
  - Win Browning
  - John Caldwell
  - Carter Family Foundation
  - Central Coast United for a Sustainable Economy
  - Rose and Carol Chezot
  - Suzanne Cross
  - Art Das

- **$500-$999**
  - Vinny D’Souza
  - Ernesto EMR
  - The Flagg Foundation
  - The Glickenhaus Foundation
  - Ron and Diane Hug
  - Brian and Claire Makar*
  - Chaiman Maynard
  - Michael McGoldrick
  - William Muskie
  - On the Pulse
  - Manas Pachyad
  - Shop Perkins
  - Trevor Price
  - Private Education Development Network
  - Gregory J. Schick
  - Tom and Nancy Smiff
  - Arndt and Paral Subramanian
  - Steven K. Tomasson
  - Bruce Watson and Sandy Sindt
  - Paula Watson
  - Debbi Weinberg*
  - Don and Ellen Zach

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  - Bruce Watson and Sandy Sindt
  - Paula Watson
  - Debbi Weinberg*
  - Don and Ellen Zach

*Board Member
Transforming Education
What does it mean to EDUCATE!?

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

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

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

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

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

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

$35 shares the Educate! Experience for a month.

$140 shares the Educate! Experience for a trimester.

$420 shares the Educate! Experience for a year.

$840 shares the entire Educate! Experience!

To support our Scholars today, please visit www.experienceeducate.org/invest

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

Educate!: Developing Young Leaders and Entrepreneurs in Africa

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