Dear Friends,

I’m excited to share with you Educate!’s 2017 Annual Report, which details the activities and accomplishments that your support made possible last year, and looks ahead at what’s to come.

In 2017, Educate! surpassed our expansion goals, supported national education systems in Uganda and Rwanda, and learned through new evaluation results that our model has maintained its impact on youth livelihoods at scale. We continued scaling, reaching over 25,000 students intensively with our skills-based model of education, and 370,000 youth total through our direct programs and education reform support. At the same time, we laid the groundwork to implement our model nationwide in Uganda, and in 2018 we will be working in nearly 25% of Ugandan secondary schools. In Rwanda, we successfully completed our second year of supporting the Rwandan government with the rollout of its new national entrepreneurship curriculum.

This progress is made possible by our commitment to rigorously evaluating, iterating on, and innovating aspects of our model to ensure maximum efficiency and scalability, all while maintaining our high bar for impact. Perhaps the most exciting news of 2017 was learning that we have maintained our impact at scale: An external evaluation showed that the Educate! program at scale continues to have an impact similar to our 2013 randomized controlled trial. The results demonstrate that participation in the Educate! program nearly doubled the incomes. There was an even greater impact on girls—participation in our program more than doubled young women’s likelihood of being employed.

While there is a lot to celebrate from 2017, the reality is that more youth than ever before are leaving secondary school unprepared for the realities they will face in the labor market. Now more than ever, the world needs an empowered generation of youth, equipped with the skills to lead, to drive development, and to enact positive change in their communities. With as many as six to seven billion youth in Africa going through secondary school between today and 2100, we have both a daunting challenge and a golden opportunity to capitalize on this untapped resource for change.

Reading about young leaders like Abigail, who you’ll meet in this report, fills me with optimism. Her enthusiasm, service to others, and passionate advocacy for what’s right is exactly what we need to create the brighter future we all hope for. This year, we are projected to grow our impact by 60% over 2017, meaning that we will reach even more young men and women like Abigail. We’ve grown nearly 20x since 2013, and are making very significant progress toward our Vision for 2024: to measurably impact one million students, and reach four million students more broadly, across Africa each year.

Thanks to supporters and champions like you, Educate! is working towards becoming the go-to solution for skills-based education reforms throughout Africa. Looking ahead, I am incredibly excited about the growing potential to impact the future education of millions of youth throughout Africa.

I hope you enjoy reading about our 2017 progress in this Annual Report and that you share in the pride of all we accomplished together.

All the best,
Boris Bulayev, 
Executive Director and Co-Founder

“We reached over 25,000 youth intensively with our skills-based model of education.”
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.

Flexible and Open-Minded
We drive and thrive on change. We are growing every day, so we have to adapt quickly to meet new challenges and opportunities.

Always Learning
We are committed to seeking and applying new knowledge. We are hungry to learn and love to share new insights and innovations.

Only Solve a Problem Once
We proactively communicate problems, build systems, and create long-term solutions. We are allergic to Band-Aids, so we focus on solving problems once, for good.
Educate! prepares youth in Africa with the skills to succeed in today’s economy.

We tackle youth unemployment by reforming what schools teach and how they teach it, so that students in Africa acquire the skills to start businesses, get jobs and drive development in their communities.
Our flagship direct implementation model, the Educate! Experience, provides youth with skills training in leadership, entrepreneurship, and workforce readiness, along with mentorship, to start real businesses at school. Our model is delivered through practically-trained teachers and empowered youth mentors in existing secondary schools.

Educate! is designed to deliver sustainable, lasting change for the greatest number of youth by working within education systems. We accomplish this in two ways:

**DIRECT IMPLEMENTATION**
We deliver leadership, entrepreneurship, and workforce readiness training directly in secondary schools.

**NATIONAL EDUCATION SYSTEM SUPPORT**
We partner with governments to integrate our solution into national education systems in Africa and support with rollout of curriculum reforms.

Our flagship direct implementation model, the Educate! Experience, provides youth with skills training in leadership, entrepreneurship, and workforce readiness, along with mentorship, to start real businesses at school. Our model is delivered through practically-trained teachers and empowered youth mentors in existing secondary schools.

We target systems-level adoption of our model because we see education reform as the most cost-effective way to make a large-scale, sustainable impact on millions of young people. We provide technical advisory and implementation support to governments enacting skills-based education reforms, starting with Uganda, Rwanda, and Kenya.
OpenIDEO
AMPLIFY’S PORTFOLIO OF INNOVATORS
A Proven Solution for Youth Livelihoods
Educate! was named one of the Six Top Ideas from Amplify’s Youth Empowerment Challenge focused on East Africa, becoming one of the newest additions to the Amplify portfolio. More than 550 ideas were submitted on the OpenIDEO platform, engaging the community in a critical conversation with the ultimate aim of developing solutions for the world’s most pressing environmental and social challenges.

CHILDHOOD EDUCATION:
INNOVATIONS
Breaking New Ground
Our article “Breaking New Ground: Four Key Lessons from Launching Education Innovations in Post-Conflict Environments” was published in the journal Childhood Education: Innovations. We describe the challenges we faced and lessons we learned in scaling our model to the complex, post-conflict region of Northern Uganda.

STANFORD SOCIAL INNOVATION REVIEW
The Half-Truths That Have Sidetracked Girls’ Education
Why are we still falling short on girls’ education globally, and what strategies are actually working? An article in Stanford Social Innovation Review highlights Educate! as an example of a high-impact, evidence-based program that is making real progress toward fulfilling the promise of quality education for girls.

S4YE & THE WORLD BANK
Accelerating and Learning from Innovations in Youth Employment Projects
Educate!’s work in Rwanda was one of 19 innovative projects profiled in a publication by Solutions for Youth Employment (S4YE) and shared on the World Bank’s Jobs and Development Blog. The S4YE report highlights Educate!’s model in Rwanda for supporting young entrepreneurs to generate socially responsible business ideas that factor in their community’s needs and opportunities.

CONTRIBUTING TO A GLOBAL DIALOGUE
STANFORD SOCIAL INNOVATION REVIEW
The Half-Truths That Have Sidetracked Girls’ Education
Why are we still falling short on girls’ education globally, and what strategies are actually working? An article in Stanford Social Innovation Review highlights Educate! as an example of a high-impact, evidence-based program that is making real progress toward fulfilling the promise of quality education for girls.

S4YE & THE WORLD BANK
Accelerating and Learning from Innovations in Youth Employment Projects
Educate!’s work in Rwanda was one of 19 innovative projects profiled in a publication by Solutions for Youth Employment (S4YE) and shared on the World Bank’s Jobs and Development Blog. The S4YE report highlights Educate!’s model in Rwanda for supporting young entrepreneurs to generate socially responsible business ideas that factor in their community’s needs and opportunities.

APOLITICAL
Ugandan Schools Trade Traditional Curriculums for Entrepreneur Training
Apolitical highlights thought leaders who work with governments to solve the most difficult challenges facing communities. A recent case study profiles Educate!’s innovative model and unique partnerships with African governments to transform education systems at the national level.

CONTRIBUTING TO A GLOBAL DIALOGUE
STANFORD SOCIAL INNOVATION REVIEW
The Half-Truths That Have Sidetracked Girls’ Education
Why are we still falling short on girls’ education globally, and what strategies are actually working? An article in Stanford Social Innovation Review highlights Educate! as an example of a high-impact, evidence-based program that is making real progress toward fulfilling the promise of quality education for girls.

S4YE & THE WORLD BANK
Accelerating and Learning from Innovations in Youth Employment Projects
Educate!’s work in Rwanda was one of 19 innovative projects profiled in a publication by Solutions for Youth Employment (S4YE) and shared on the World Bank’s Jobs and Development Blog. The S4YE report highlights Educate!’s model in Rwanda for supporting young entrepreneurs to generate socially responsible business ideas that factor in their community’s needs and opportunities.

APOLITICAL
Ugandan Schools Trade Traditional Curriculums for Entrepreneur Training
Apolitical highlights thought leaders who work with governments to solve the most difficult challenges facing communities. A recent case study profiles Educate!’s innovative model and unique partnerships with African governments to transform education systems at the national level.

CONTRIBUTING TO A GLOBAL DIALOGUE
STANFORD SOCIAL INNOVATION REVIEW
The Half-Truths That Have Sidetracked Girls’ Education
Why are we still falling short on girls’ education globally, and what strategies are actually working? An article in Stanford Social Innovation Review highlights Educate! as an example of a high-impact, evidence-based program that is making real progress toward fulfilling the promise of quality education for girls.

S4YE & THE WORLD BANK
Accelerating and Learning from Innovations in Youth Employment Projects
Educate!’s work in Rwanda was one of 19 innovative projects profiled in a publication by Solutions for Youth Employment (S4YE) and shared on the World Bank’s Jobs and Development Blog. The S4YE report highlights Educate!’s model in Rwanda for supporting young entrepreneurs to generate socially responsible business ideas that factor in their community’s needs and opportunities.

APOLITICAL
Ugandan Schools Trade Traditional Curriculums for Entrepreneur Training
Apolitical highlights thought leaders who work with governments to solve the most difficult challenges facing communities. A recent case study profiles Educate!’s innovative model and unique partnerships with African governments to transform education systems at the national level.

CONTRIBUTING TO A GLOBAL DIALOGUE
STANFORD SOCIAL INNOVATION REVIEW
The Half-Truths That Have Sidetracked Girls’ Education
Why are we still falling short on girls’ education globally, and what strategies are actually working? An article in Stanford Social Innovation Review highlights Educate! as an example of a high-impact, evidence-based program that is making real progress toward fulfilling the promise of quality education for girls.

S4YE & THE WORLD BANK
Accelerating and Learning from Innovations in Youth Employment Projects
Educate!’s work in Rwanda was one of 19 innovative projects profiled in a publication by Solutions for Youth Employment (S4YE) and shared on the World Bank’s Jobs and Development Blog. The S4YE report highlights Educate!’s model in Rwanda for supporting young entrepreneurs to generate socially responsible business ideas that factor in their community’s needs and opportunities.

APOLITICAL
Ugandan Schools Trade Traditional Curriculums for Entrepreneur Training
Apolitical highlights thought leaders who work with governments to solve the most difficult challenges facing communities. A recent case study profiles Educate!’s innovative model and unique partnerships with African governments to transform education systems at the national level.
### 2017 in Numbers: UGANDA

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner schools</td>
<td>502</td>
</tr>
<tr>
<td>Scholars intensively impacted</td>
<td>19,000+</td>
</tr>
<tr>
<td>Youth reached more broadly</td>
<td>170,000+</td>
</tr>
<tr>
<td>Skills Course lessons taught</td>
<td>11,000+</td>
</tr>
<tr>
<td>Of Student Business Clubs are running an enterprise</td>
<td>99%</td>
</tr>
<tr>
<td>The average earnings of Student Business Clubs</td>
<td>$58</td>
</tr>
</tbody>
</table>
2017 in Numbers: RWANDA

102
Partner schools

6,000+
Students intensively impacted

18,000+
Students reached more broadly

126
Teachers trained

100%
Of Student Business Clubs are running an enterprise

$68
The average earnings of Student Business Clubs

Photo: Martin Kharuma
Educate! is launching operations in the south of Uganda, and Dorothy Namubiru is the woman leading the expansion in the field. Since her start with Educate! in 2013, Dorothy has been promoted three times in under four years. She’s a star leader, relationship builder, and outspoken champion for Ugandan youth. We sat down with Dorothy to celebrate her most recent promotion and to learn about how her work can create a grassroots movement of young leaders and entrepreneurs to drive sustainable development in the South of Uganda.

What's your role at Educate!?
I've just been promoted from a Program Officer [overseeing 18-20 schools] to Program Coordinator [overseeing an entire region]. The South is a new region that we are launching in starting in 2018. In my new role, I'll manage all the Program Officers and the Educate! Experience in as many as 180 schools once we're fully launched, impacting over 7,000 youth.

What has been your biggest accomplishment so far?
My Mentors [Educate! fellows who teach the Skills Course in partner schools and coach students in leadership and entrepreneurship] are my biggest accomplishment. I've known some of them since they were Educate! Scholars and still in secondary school. Many of them had no one who believed in them, and they faced bad times at home and at school. But I trust them, I love them, I believe in them, and I know they are going to reach high places.

My Mentors are striving so hard and doing so well that everyone from their past is surprised to see them now. I'm happy that I learned to bring out the best in them. Now when I meet difficult people, I try to always look for what’s good about them. Once I do that, they start believing in themselves too, and they become really great. I love to praise people and celebrate their achievements. I get to do that all the time with my Mentors.

What gets you out of bed in the morning?
Passion has really driven me right from the start. I really believe in Educate!’s mission and I remind myself of it every day: I am developing young leaders and entrepreneurs. I think to myself, “If you don’t go to work, you’ll be dragging the youth back”. At Educate!, every single person in the organization influences the growth of others.

The growth of Educate! motivates me too. We're moving to the West, to the South, to Rwanda, and that motivates me a lot. It means we're working on something really, really huge. I love tackling challenges and finding ways to make things work. I love that each day is different.

What are your hopes for your new role? What do you want to see happen?
I’m very excited for my new role. When I first found out I got the job, I had a million thoughts. How is it going to feel to run a whole region? To lead such a big team? But after that, I had to pat myself on the back. I thought of everything I’ve done as a Program Officer and how much I have grown, and I realized that I can definitely handle it.

I’m excited about having a different experience with new schools. I know how schools respond to the program in Kampala, but not outside of the city. There will be different challenges and that will be exciting. Also, my mom comes from this region, and I’m really happy to be going back to where my mom grew up. It feels like I’m going home.

What I hope for the youth we work with is that they are very involved in transforming their education. Someday, they are going to tell their children that they played a part in this change. I hope that they are anxious each and every day to make something different, to meet new people, and to grow. I hope they have that drive to create goals for the next few years and to strive hard towards them. I hope they get to learn from me each and every day.
“Education gives you that brain, it makes you exposed. It makes you different. You’ll come to realize it’s not marriage that is important, but it is what you have to do for this world that is important.”

Abigail Chepkwurui
"I have to become a Member of Parliament." For Abigail Chepkwurui, a twenty-year-old Educate! Graduate from Eastern Uganda, this is a goal she’s been actively working toward since before joining Educate!. "I’ll campaign for 2026."

Abigail is an activist, a community mobilizer, an entrepreneur, and an Educate! Mentor. More than that, she is a young woman who overcame every obstacle in her path—poverty, familial and cultural expectations, gender norms, and access to education—to discover her voice and create the future she imagined for herself.

To achieve her dreams, Abigail had to stay in school, a challenge for a girl from Kween, a hilly, rural district near the Kenyan border. The culture she was raised in is known for cattle herding, farming, and rites of passage that consider limited education and early marriage the norm for women. She worked tirelessly at home, supporting her mother with housework and raising the other children, while also working at the family catering business and studying for her classes in every spare moment. Her father, watching this effort, asked Abigail: Wouldn’t her life be easier if she left school and got married? Abigail refused. "I told my father, ‘I know what I want. I want to be someone. The only way I can do this is to be educated.’"

Abigail pursued her interest in women’s rights activism. She participated in female empowerment programs, including one debate where her team argued, and won, the topic, “should pregnant girls be able to continue in school?” (The cash prize of about $140 was enough to pay for her school fees.) She also traveled to Kampala to participate in an anti-female genital mutilation symposium led by the Speaker of Uganda’s Parliament.

Learning to Lead

At school, Abigail was actively developing her leadership skills. She was elected for the student leadership position of Head Girl. Soon after, she was invited to become an Educate! Scholar. Abigail was hooked on the Educate! lessons from the start and saw immediately how gaining entrepreneurship and leadership skills could open a path for her to achieve her ambitious dreams.

Soon, Abigail was acting as both the President and Treasurer of the Educate! Student Business Club, while also managing one of their most profitable projects: making snack cakes. The business became so popular that the school administration invited the Student Business Club to sell the cakes to the entire student body during breakfast.

By the time she graduated from secondary school, Abigail was chosen to become an Educate! Mentor, was accepted to university in Kampala, and was a candidate for a competitive scholarship. She had also been invited to teach English and Literature at her school because of her exceptional exam scores (she was the highest scoring female student in the region). Abigail moved to Kampala to begin her undergraduate degree while simultaneously empowering youth as an Educate! Mentor.

“I know I’m a leader,” says Abigail, who aims to drive policy change that will empower young women in Uganda. She hopes to systematize the education, coaching, and support she received throughout her life so that everyone has the opportunities that she did. “I’ve seen a lot and I know what the girl child lacks in my village,” she says. “They still go through early marriages, they still circumcise them. Most especially, I feel girls should be supported—education wise—because, in our village, they are not all that educated.”

“Education gives you that brain, it makes you exposed. It makes you different. You’ll come to realize it’s not marriage that is important, but it is what you have to offer this world that is important.”

For Abigail, Educate! was a catalyst to realizing her own gifts and strengths. It also provided the foundational skillset that would enable her to become a community mobilizer, a leader, a mentor, and inspiration for others.

Come 2026, we are excited to see Abigail show up confidently, ready to represent her community as a Member of Parliament and drive forward change for young women across Uganda.

ABIGAIL LEADS THE NEXT GENERATION

Empowered, ambitious, and brave, Educate! graduate Abigail Chepkwurui is making waves for gender equity and driving change in her community.

Photo by: Jacob Kabii Njuguna
INNOVATING FOR GENDER EQUITY

It’s no secret: Girls face unique and greater barriers to success after school as entrepreneurs, in the workforce, and as leaders in their communities. Educate! systematically gives girls the tools to tackle these barriers, so they can improve their own livelihoods and become drivers of development. Results from two external evaluations have demonstrated that our approach works, and meaningfully more for female participants. Compared to their peers in the control group, female Educate! Scholars increased their annual income by 244% and business ownership by 91%.

In 2016, we embarked on a research opportunity to discover how we can best maintain and build up gender equity as a priority across our organization as we scale. In 2017, we focused on taking what we learned one step further, implementing a comprehensive gender equity strategy across our all of our key stakeholders: students, teachers, government officials, and staff members. Key achievements in 2017 included:

**Gender Mainstreaming in Lesson Plans**
All Educate! lesson plans in Uganda and Rwanda were written through a gender equity lens, and now emphasize that entrepreneurship skills can be learned, and are not associated with personal attributes such as gender. In 2017, these curriculum updates directly impacted over 19,000 students in Uganda and 6,000 students in Rwanda.

**Teacher Mindset Shifts**
Our research last year showed that our current gender equity teacher strategy in Uganda effectively shifted teacher perceptions. This year, we expanded on that strategy in Uganda and rolled out a similar strategy in Rwanda. Our goal is to develop an effective approach to training teachers in gender equity to ensure the sustainability of our gender strategy as we work with governments on education reforms. Targeted gender training for teachers has resulted in 409 schools in Uganda implementing a Gender Code of Behavior, through a participatory workshop where teachers co-created expectations around gender and committed themselves to five actions related to gender equity in the classroom.

**Gender Balance on Our Team**
In 2017, we developed strategies to reduce bias in the recruitment process, set gender ratios for staff recruitment, and trained our staff on gender equity. These efforts have paid off, and we have been able to maintain gender balance on our team as we have scaled. Our current staff gender ratio is 59% female and 41% male, and 80% of our top leadership positions are held by women.

*Read more about our recent evaluation results on page 26*
A key learning goal for Educate! in 2017 was to better understand the impact of our programs at scale. By 2015, Educate! had grown 5x in size since a randomized controlled trial (RCT) demonstrated the Educate! Experience’s significant impact in 2013. So, we launched a rigorous external evaluation which sought to learn if our programs held the same standard of impact at scale. We’re proud to share that the evaluation found that we are achieving similar impact for graduates of our program, even as we’ve dramatically increased the number of youth we reach.

The quasi-experimental evaluation, conducted in partnership with BRAC, followed 1,617 students in 52 secondary schools from rural and urban areas in Central and Eastern Uganda. It compared students at Educate! Partner schools who participated in the Educate! Experience in 2015 with students at schools that did not offer the Educate! program, yet were similar to Educate! students across a number of characteristics. BRAC conducted the end-of-program follow up after the close of the of the Educate! course, when students were still in secondary school.

Similar to the results of the RCT, this evaluation found that students who participate in the Educate! program earned nearly TWICE as much as their peers and were more likely to own a business. This evaluation also found that our program led to a statistically significant increase in employment. Additionally, the evaluation demonstrated that our model still helps to close the gender gap: The Educate! Experience had a larger relative impact on girls as compared to boys.

These results show that Educate! continues to achieve our core mission: to prepare youth in Africa with the skills to succeed in today’s economy, so that they can start businesses, get jobs, and drive development in their communities.

### QUASI-EXPERIMENTAL EVALUATION SHOWS EDUCATE! MAINTAINS IMPACT AT SCALE

<table>
<thead>
<tr>
<th>IMPROVED LIVELIHOODS</th>
<th>IMPACT ON GIRLS</th>
<th>IMPACT ON SCHOLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income increase</td>
<td>244%</td>
<td>95%</td>
</tr>
<tr>
<td>from a base of $32.43</td>
<td></td>
<td>from a base of $88.43</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCREASED EMPLOYMENT</th>
<th>IMPACT ON GIRLS</th>
<th>IMPACT ON SCHOLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>More likely to be employed</td>
<td>113%</td>
<td>50%</td>
</tr>
<tr>
<td>from a base of 9%</td>
<td></td>
<td>from a base of 17%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCREASED BUSINESS OWNERSHIP</th>
<th>IMPACT ON GIRLS</th>
<th>IMPACT ON SCHOLARS</th>
</tr>
</thead>
<tbody>
<tr>
<td>More likely to own a business</td>
<td>91%</td>
<td>44%</td>
</tr>
<tr>
<td>from a base of 15%</td>
<td></td>
<td>from a base of 26%</td>
</tr>
</tbody>
</table>

These results show that Educate! continues to achieve its core mission: to prepare youth in Africa with the skills to succeed in today’s economy, so that they can start businesses, get jobs, and drive development in their communities.
DESIGN AND INNOVATIONS

Our small but mighty Design and Innovations (D&I) team has their hands on every piece of Educate!’s work. They spend their days designing our curriculum for students; orchestrating trainings for Mentors, staff, teachers, and government officials; and running experiments, developing pilot programs, and conducting field research to test new ideas and assumptions. It’s demanding work, but these are the people who lay the foundation for Educate!’s success and who make future growth and improvement possible.

One of D&I’s major projects in 2017 was the launch of the Design Academy. Based on Educate!’s 9 years of experience in curriculum design, pedagogy, and contemporary learning theory, the Design Academy seeks to help up-and-coming designers hone their design skills, develop an understanding of priority skills for youth and educators in Africa, and learn to apply design principles for skills-based education.

Design Academy was born out of Educate!’s need to recruit, train, and retain highly-skilled designers. As we broadened our reach and expanded internationally, we observed an increasing need for a more unified and streamlined approach to training our newly hired designers. Our most senior designers sat down to discuss the challenge, and ultimately developed a set of foundational principles for design at Educate!: Empowering, Humanistic, Impactful, and guided by Backward Design. These foundational principles formed the basis of an online blended-learning platform, where interested individuals and new hires can work through individual lessons and assessments, while also receiving 1:1 coaching and guidance from Educate! design experts.

By “designing for the designers”, Educate!’s D&I team has already seen major impact: staff are more quickly onboarded and have clearer expectations guiding their work, design outputs across the organization are grounded in the same principles and learning philosophy, and managers can provide feedback that links directly back to the same foundational principles and trainings. D&I is excited to roll out Design Academy as a publically-available tool and hopes it will serve as a capacity-building resource for designers around the world.
## Financials

### Assets

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>$3,394,257</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Assets</td>
<td>$0</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$900</td>
</tr>
</tbody>
</table>

**Total assets** = $3,395,157

### Liabilities & Net Assets

<table>
<thead>
<tr>
<th>Total Liabilities</th>
<th>$75,221</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets</td>
<td>$3,319,936</td>
</tr>
</tbody>
</table>

**Change in Net Assets** = -$59,060

### Expenses

<table>
<thead>
<tr>
<th>Programs</th>
<th>$3,302,830</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising</td>
<td>$317,108</td>
</tr>
<tr>
<td>Administration</td>
<td>$216,550</td>
</tr>
</tbody>
</table>

**Total expenses** = $3,836,488

### Revenue

| Cash Contributions | $3,875,610 |
| Donation Goods & Services | $2,450 |
| Investment Revenue | $36,745 |
| Contract Revenue | $11,887 |
| Program Fees | $30,632 |
| Miscellaneous Revenue | $56 |

**Total revenue** = $3,957,380

### Supporters

**$200,000+**

- Anonymous Foundation
- Hampshire Foundation
- Amani Fund
- Planet Wheeler
- Arthur Koenig Foundation
- Rwanda Hope Foundation
- Bohemian Foundation
- T&J Meyer Foundation
- Blue Haven Initiative
- Segal Family Foundation
- Stichting Dioraphte
- Imago Dei Fund
- John P. and Mary A. Geisse Foundation
- John F. and Mary A. Geisse Foundation
- Zing
- Arthur Koenig Foundation
- Bohemian Foundation
- T&J Meyer Foundation
- Blue Haven Initiative
- Segal Family Foundation
- Stichting Dioraphte
- Imago Dei Fund
- John P. and Mary A. Geisse Foundation
- Zing

**$25,000-49,999**

- ECOM Foundation
- Epic Foundation
- Jester Charitable Trust
- The Lester Fund
- Amplify - IDEO.org
- Eileen Fisher
- Helios Investment Partners
- Help for Hope
- Lisa and David Iseroff
- Propel Capital
- Radhika Malpani
- Rik Kranenburg
- Amit J & Vicky L Patel Foundation
- Brian and Claire Makare
- Linda and Tom Schutter
- Mission Meats
- Ron and Dianne Hogo
- Tub for a Cause
- Xiao Li
- Deborah Farrington
- Michael McGoldrick
- Doug Abbey
- Niki Burnett
- Enis Moran
- Peter Awad
- Ken Bartels
- Sharon Perl
- Kiran D'Souza
- Thomas Barry
- Merrill and Leslie Glusceen
- Better Lives

**$10,000-24,999**

- Epic Foundation
- Jester Charitable Trust
- The Lester Fund
- Amplify - IDEO.org
- Milton Mayer
- Eileen Fisher
- Help for Hope
- Lisa and David Iseroff
- Propel Capital
- Radhika Malpani
- Rik Kranenburg
- Amit J & Vicky L Patel Foundation
- Brian and Claire Makare
- Linda and Tom Schutter
- Mission Meats
- Ron and Dianne Hogo
- Tub for a Cause
- Xiao Li
- Deborah Farrington
- Michael McGoldrick
- Doug Abbey
- Niki Burnett
- Enis Moran
- Peter Awad
- Ken Bartels
- Sharon Perl
- Kiran D'Souza
- Thomas Barry
- Merrill and Leslie Glusceen
- Better Lives

**$5,000-9,999**

- Epic Foundation
- Jester Charitable Trust
- The Lester Fund
- Amplify - IDEO.org
- Milton Mayer
- Eileen Fisher
- Help for Hope
- Lisa and David Iseroff
- Propel Capital
- Radhika Malpani
- Rik Kranenburg
- Amit J & Vicky L Patel Foundation
- Brian and Claire Makare
- Linda and Tom Schutter
- Mission Meats
- Ron and Dianne Hogo
- Tub for a Cause
- Xiao Li
- Deborah Farrington
- Michael McGoldrick
- Doug Abbey
- Niki Burnett
- Enis Moran
- Peter Awad
- Ken Bartels
- Sharon Perl
- Kiran D'Souza
- Thomas Barry
- Merrill and Leslie Glusceen
- Better Lives

**$1,000-4,999**

- Epic Foundation
- Jester Charitable Trust
- The Lester Fund
- Amplify - IDEO.org
- Milton Mayer
- Eileen Fisher
- Help for Hope
- Lisa and David Iseroff
- Propel Capital
- Radhika Malpani
- Rik Kranenburg
- Amit J & Vicky L Patel Foundation
- Brian and Claire Makare
- Linda and Tom Schutter
- Mission Meats
- Ron and Dianne Hogo
- Tub for a Cause
- Xiao Li
- Deborah Farrington
- Michael McGoldrick
- Doug Abbey
- Niki Burnett
- Enis Moran
- Peter Awad
- Ken Bartels
- Sharon Perl
- Kiran D'Souza
- Thomas Barry
- Merrill and Leslie Glusceen
- Better Lives

A sincere thank you to all our donors, big and small, who contributed during the 2017 calendar year. Your support is unlocking the potential of more youth in more countries to solve poverty for themselves and their communities.
GOVERNING AND ADVISORY BOARDS

BOARDS OF DIRECTORS

Boris Bulayev
Co-Founder and Executive Director, Educate!

Nicholas Burnett
Senior Fellow, Results for Development; Professor, Nottingham University; Chair of the Board of UNESCO’s International Institute for Educational Planning; Committee Member, NORRAG Consultative Committee; Advisory Board Member, Global Business School Network; Board of Americans Member, UNESCO

Eric Glustrom
Co-Founder, Educate!; Founder, Watson University

Nicole Goldin
Principal, NBG Advisory; Lead Economist, World Bank; Solutions for Youth Employment; Senior Associate, Center for Strategic and International Studies; Professorial Lecturer at George Washington University

Kevin Horan
Senior Vice President, Seabury Human Capital at Seabury Group

Lisa Issoff
Founder, The Issoff Family Foundation

Rik Kranenburg
Industry Partner, Desilva + Phillips

Radhika Malpani
Engineering Partner, Google

Deborah Farrington
Founder and General Partner, Starcast Partners

Dringai Mutumbuka
Former Minister of Education Zimbabwe, former Senior World Bank official, and former Chairman ADEA

Spencer Ton
Co-Founder and Partner, Vitrum Group

Derek Wittenberg
Managing Director, Ion Partners LLC

U.S. ADVISORY BOARD

Scott Sherman
Executive Director, Transformative Action Institute

Jim Smith
Hedge Fund Manager

Karti Subramanian
Partner, Vera Solutions

Ann Veneman
Former Executive Director, UNICEF Ambassador

Oliver Wonekha
Uganda’s Ambassador to the United States

Robert Nelson
Author and Consultant, UN’s International Labour Organization

UGANDA ADVISORY BOARD

Allen Ayebare
Chief Manager, Corporate Affairs and Communications, Centenary Bank

Herbert Baryayebw
Director, Ministry of Gender, Labour and Social Development

James Bulenzibuto
Founding Member, Elimu Trust and Public Relations Officer, Kyambogo University

Mulindwa Ismail
Commissioner, Ministry of Education

Eric Kreutter
Administrative Director and CFO, Cornerstone

Irene Mutumba
Founder and Executive Director, Private Education Development Network; Ashoka Fellow

Peter Nyeko
CEO, Kampala Academy

Aero Lillian Olok
Founder, Generate for Generations

Edward Ssebukyu
Assistant Commissioner of Private Secondary Schools Ministry of Education of the Government of Uganda

Ben Waira
Associate Governor, East Africa Rotary

Jonah Walusimbi
Head Teacher, Greenhill Academy (Educate! Partner School)
Educate!’s vision for 2024 is to measurably impact 1 million students and reach 4 million students more broadly across Africa each year. Long term, we aim to fully incorporate our skills-based education model into national education systems across Africa.

**VISION FOR 2024**

Educate!’s vision for 2024 is to measurably impact 1 million students and reach 4 million students more broadly across Africa each year. Long term, we aim to fully incorporate our skills-based education model into national education systems across Africa.