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In so many ways, 2018 has exceeded my expectations. In the rest of this report you will read about how we have increased our impact, learned important lessons, and reimagined the future. So I’d like to take a moment here to reflect on a personal lesson I have learned this year: the importance of stepping away.

On April 1 2019, I will leave my role as CEO and make room for Resonate’s new Executive Director, Norette Turimuci. I could not be prouder of this decision, or of our new leadership. Not only is Norette an exceptional colleague and person, I can already see the ways in which she is inspiring our team, our partners, and our participants. An East African woman at the helm of Resonate’s work is a powerful step toward the mission we hope to achieve: to unlock the leadership potential of women and youth across East Africa.

This transition (like most) is bittersweet and I will miss seeing my friends and colleagues in Rwanda every day. But I’m excited to join Resonate’s Board of Directors, and I am absolutely giddy with anticipation for the impact this phenomenal team will create, in full alignment with our mission and values.

Ayla Schlosser
Cofounder
RESONATE UNLOCKS LEADERSHIP POTENTIAL OF WOMEN AND YOUTH IN EAST AFRICA...
...so they can create the changes they want to see in their lives and communities.
We are moving closer to gender equality every day, yet a gap still exists between opportunities available to women, and their confidence to seize those opportunities and turn them into action.

This confidence gap for women is pervasive globally. In Rwanda and throughout East Africa, that gap translates to missed opportunities for social and economic advancement. Rwanda’s government leads the way in providing support to women and girls. But change also needs to be driven from the grassroots.

We know that it is smart economics to invest in women and youth, but providing access to skills is not enough. When organizations deliver programs that solely focus on hard skills or education, they are leaving impact on the table.

Developing self-confidence and the soft skills that come along with it are crucial to allowing women and youth to take full advantage of opportunity and to create social and economic advancement in East Africa.

**ADDED TO GLOBAL GROWTH**

$12 trillion by advancing gender equality
Resonate provides short leadership workshops that allow women and youth to shift their mindsets, turn skills into action, and fulfill their potential.

By complementing skills and education with leadership training, we ensure that women and youth not only have access to opportunity, they also have the confidence to be leaders, start businesses, and advance in their careers.

Resonate is a nonprofit social enterprise that delivers workshops through a B2B approach. Our clients are companies and nonprofits providing vocational training and education.

By combining skills with confidence, Resonate’s workshops amplify the impact of our clients and increase program effectiveness. We ensure that women and youth have the skills and the confidence needed to make their voices resonate.

**CLIENTS** 65+ NGOs, companies, government programs

**PARTICIPANTS TRAINED** 6,000 women & youth

**IMPACT** 60% take on new leadership roles
grants & donations → sales → resonate

clients: - nonprofits - for profit

beneficiaries

leadership
entrepreneurship
promotion

BUSINESS MODEL
OUR PROGRAMS

1. STORYTELLING FOR LEADERSHIP
   Teaches women public speaking and confidence, and builds support networks

2. ACTION LEADERSHIP
   Students learn leadership through community projects

3. PROFESSIONAL DEVELOPMENT
   Job seekers and professionals learn soft skills needed for success
In October 2018, we launched a fourth program: Training of Facilitators (ToF). By training large organizations to deliver our workshops themselves, we can scale throughout East Africa.

Regular recertification programs and impact measurement will ensure both quality control and a sustainable revenue stream. We ran two internal ToF programs, and two client ToF programs and certified 13 new facilitators in our model and methodology.
Just after launching our Training of Facilitators program, we closed contracts with two clients to train a total of 20 new facilitators. These contracts are two of our biggest to date.

We learned a lot from our initial pilot of the program, and were able to make substantive structural and content improvements prior to the full launch. As a result, we ran highly successful programs, with 18 of the 20 facilitators trained passing our evaluation and gaining certification.
We hit our ambitious earned income and donation targets for this year, showing strong revenue growth in both areas. From 2017 to 2018 we saw:

- 28% increase in philanthropic dollars
- 60% increase in earned income

We also hit our goal of securing four contracts with a dollar value above $10,000 (some well above that threshold) to cut down on the customer acquisition cost of closing each contract, and increase our sustainability.
Learning to say “no.” We had more than one difficult partnership in 2018, largely due to the fact that there was misalignment on either values or expectations at the outset of the project that surfaced during program delivery.

We created a “client onboarding document” to rectify some of these misalignments earlier on, which has definitely helped. If we are not able to reach alignment, we have learned that it might be better to politely decline the contract, than to set ourselves up for failure.

We will focus on working with partners who share our values.
Human error. When calculating our 2018 impact numbers, we discovered an error in 2017 data caused by a manual calculation. The overall change reported was correct, but there was a misallocation in the subcategories. We want to be fully transparent about the discrepancy. The correct numbers for 2017 are:

- Leadership – 48%
- Entrepreneurship – 30%
- Promotion – 30%

We had our 2018 calculations audited to ensure accuracy, and are working to automate how our data is collected and analyzed.
We are proud to report that we see our highest impact to date in increase proactivity of women and youth in three key areas:

**LEADERSHIP**
- 60% take on leadership roles

**ENTREPRENEURSHIP**
- 36% start businesses

**PROMOTION**
- 43% academic or professional advancement
Annonciatha
Resonate program participant

“Before the workshop, I didn’t even realize that I had anything to be proud of. As the session progressed, I became aware of my accomplishments and I came to value them.

I realized that my difficult past didn’t have to hold me back from securing a bright future. I came to know my self-worth and that I could secure future opportunities.

Today my children are in university, I own a small supermarket, and I am about to open a second one.”
<table>
<thead>
<tr>
<th>Key Metrics - 2018</th>
<th>Expense</th>
<th>USD</th>
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<tbody>
<tr>
<td># of full time employees</td>
<td>Personnel</td>
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<tr>
<td># of part time facilitators</td>
<td>Cost of Goods</td>
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<td>Participants reached</td>
<td>Business Development &amp; Marketing</td>
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<td>Operational Expenses</td>
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<td>Total Costs</td>
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<th>Revenue</th>
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<tbody>
<tr>
<td>Earned Income</td>
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<tr>
<td>Philanthropic</td>
<td>$224,593</td>
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<tr>
<td>Total Revenue</td>
<td>$346,240</td>
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2019 GOALS

- **2,000** participants trained
- **$190k** grants & donations
- **80%** increased proactivity
- **4** new TOF clients
TEAM CAPACITY
By the end of 2019 we will be a fully East African team. We are so excited to welcome Norette Turimuci as our Executive Director, and to watch her build a strong, local team.

IMPACT EVALUATION
We are partnering with researchers from Georgetown University and UC Berkeley to conduct a full-scale randomized control trial, and are developing in-house monitoring and evaluation tools and capacity.

REGIONAL EXPANSION
While we have done work regionally, the majority of our programming still takes place in Rwanda. With the successful launch of our Training of Facilitators model we are expanding. We are building a regional brand, and investing more in partnership opportunities in Kenya, Uganda, and Tanzania.
“I always feel privileged to listen to and be inspired by the stories of courage, resilience and leadership shared by our program participants. And with the support of our small but mighty team, I am honored to carry on the work that Ayla started five years ago, and continue creating the spark that women and girls in our communities need to realize the infinite leadership potential that lies within them.”
THANK YOU!