



BUILDING TOMORROW®

# Impact Report

2018



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# The Building Tomorrow Playbook

Why and how we do what we do.

## Why do we exist?

To ensure all children access an inclusive, transformative education.

## What we do.

Building Tomorrow improves access to child-friendly, community-supported schools by providing an inclusive, transformative education for underserved children in East Africa. Through our Thriving Schools program, we deploy Building Tomorrow Fellows who recruit and train Community Education Volunteers, together bringing out-of-school children into the classroom while working with school leadership to ensure access to an inclusive, transformative school environment. We also work hand-in-hand with local communities, the Ministry of Finance and the Ministry of Education to construct new primary schools where no formal primary school exists.



## A thriving school is...

...supported by the community, effectively managed by school leadership, accessible by all children and committed to producing positive student outcomes.

## How we behave

**Unshakable Passion** | We fundamentally believe access to an inclusive, transformative education is a basic human right and are committed to ensuring it is afforded to every child.

**Relentless Determination** | We refuse to accept the status quo and persistently strive to create new opportunities to reach more children and help them realize their maximum potential.

**Creative Ingenuity** | We are progressive in our thinking and approach to challenges old and new, empowered to be intrapreneurial and unafraid to pilot new ideas.

**Collaborative Engagement** | We achieve more together than we could alone and believe the key to teamwork lies in first seeing everyone as an equal partner and cultivating lasting relationships.

## Strategic Anchors

**Child-Centric** | We believe education is a right, not a privilege, and always act in the best interest of the child.

**Impact Focused** | We believe data must be at the heart of improving the way education is planned, organized, and delivered.

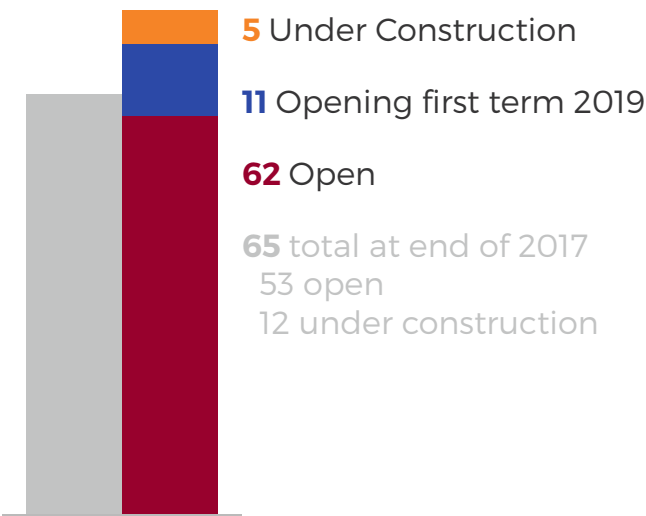
**Locally Led & Sustainable** | We recognize the importance of investing in indigenous leaders, teachers, communities, and change-makers.

**System Level Outlook** | We believe the greatest impact can be reached when best practices of Building Tomorrow's model are adopted as templates for district, regional or national implementation.

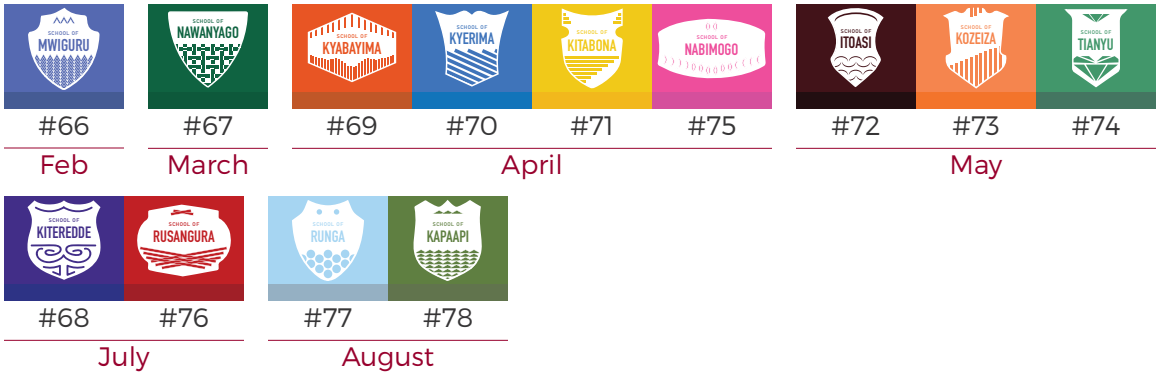
**Partnership Minded** | We are but one of a large number of actors in the education ecosystem who must all work collectively to deliver the best possible outcomes for children.

# Schools Overview

**78** Total Schools  
End of 2018



## 13 Groundbreakings in 2018



## 9 Openings in 2018





# Out-of-School Children Enrollment

The Building Tomorrow Fellows continue to drive staggering growth in the enrollment of out-of-school children. OOSC enrolled by Fellows have more than doubled each year since the program's inception as we scale the number of Fellows deployed.

## 45,155

Total Out-of-School Children enrolled

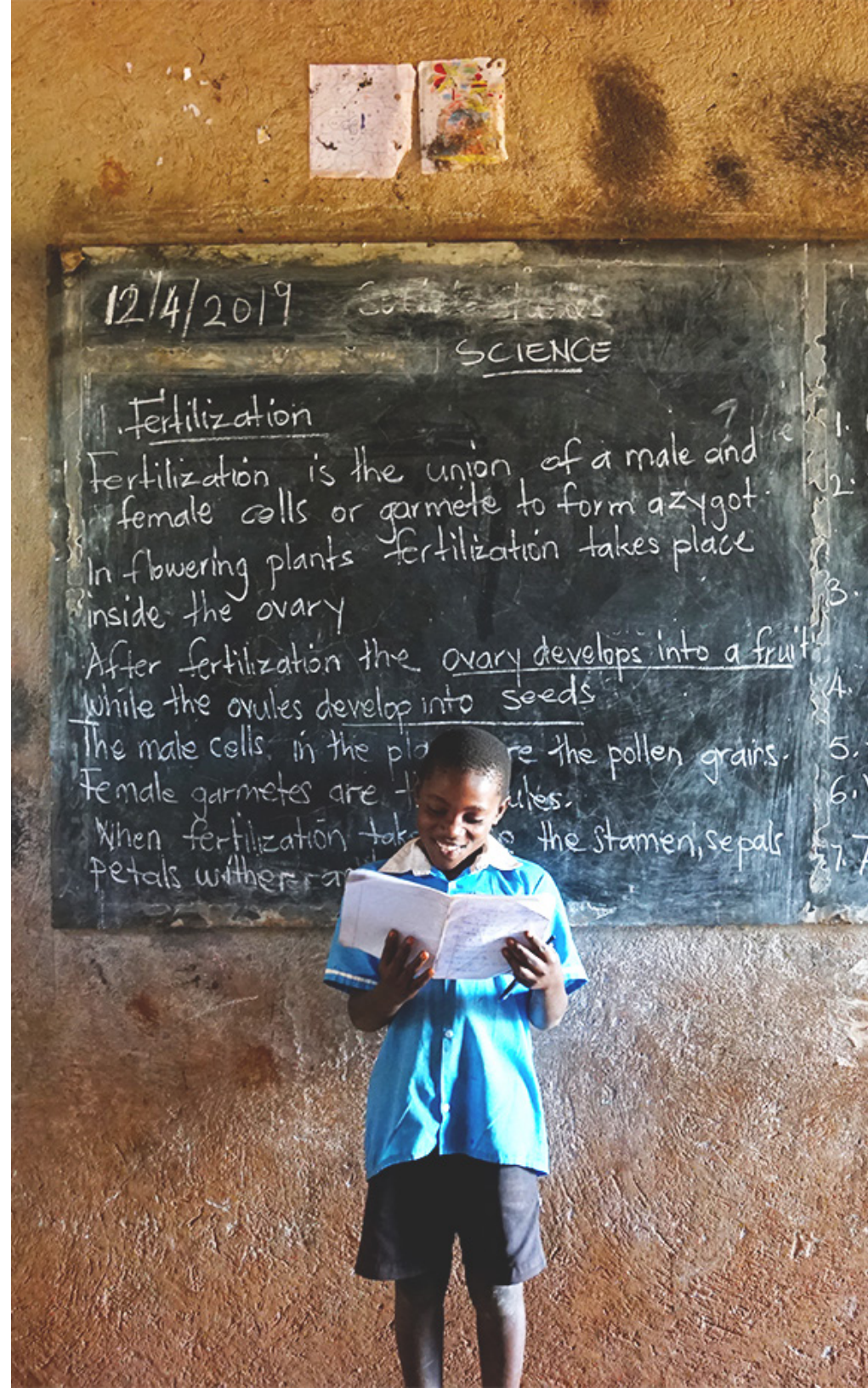
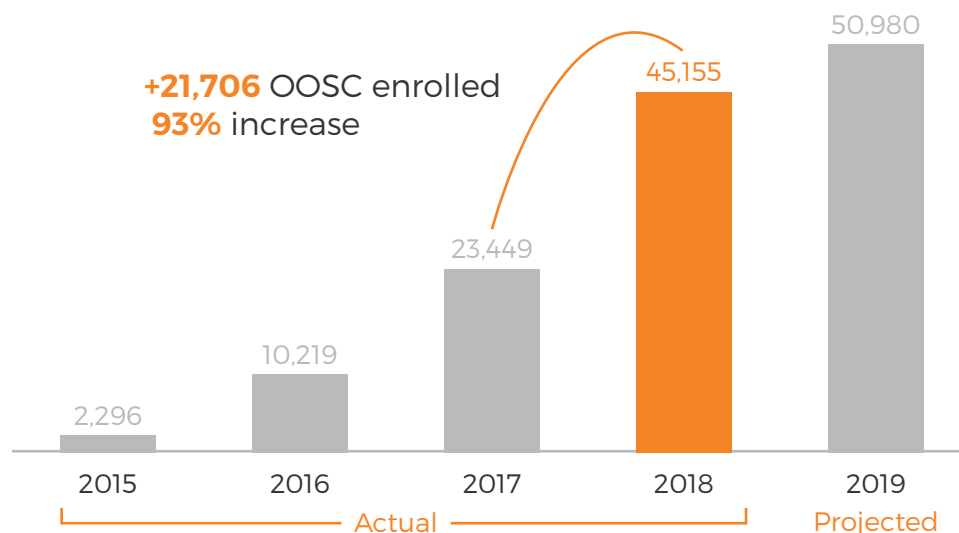
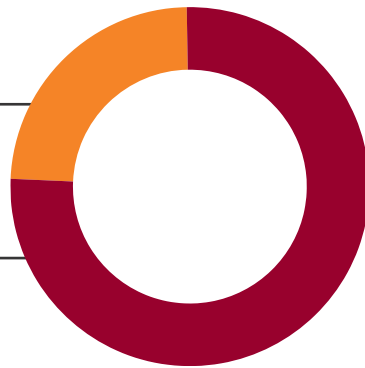
End of 2018

## 10,849

via BT Primary Schools

## 34,306

via BT Fellows



# Thriving Schools Program

At the beginning of 2018, Building Tomorrow introduced the Thriving Schools Program, a community-centered initiative led by Building Tomorrow Fellows and teams of Community Education Volunteers (CEVs) aimed at providing primary-age students with access to an inclusive, transformative education. An evolution of the Fellows Program developed in 2015, the Thriving Schools Program deploys Fellows who focus on building the capacity of school leadership, introducing teachers to child-centered pedagogy, and galvanizing community support to create thriving schools. The program builds on the success of Fellows by leveraging their most critical allies—Community Education Volunteers (CEVs)—and further involving them in elevating the provision of transformative education. Throughout their two-year term, Fellows support four rural schools and their communities, forming teams of CEVs who serve as champions of education long after Fellows' placement ends.

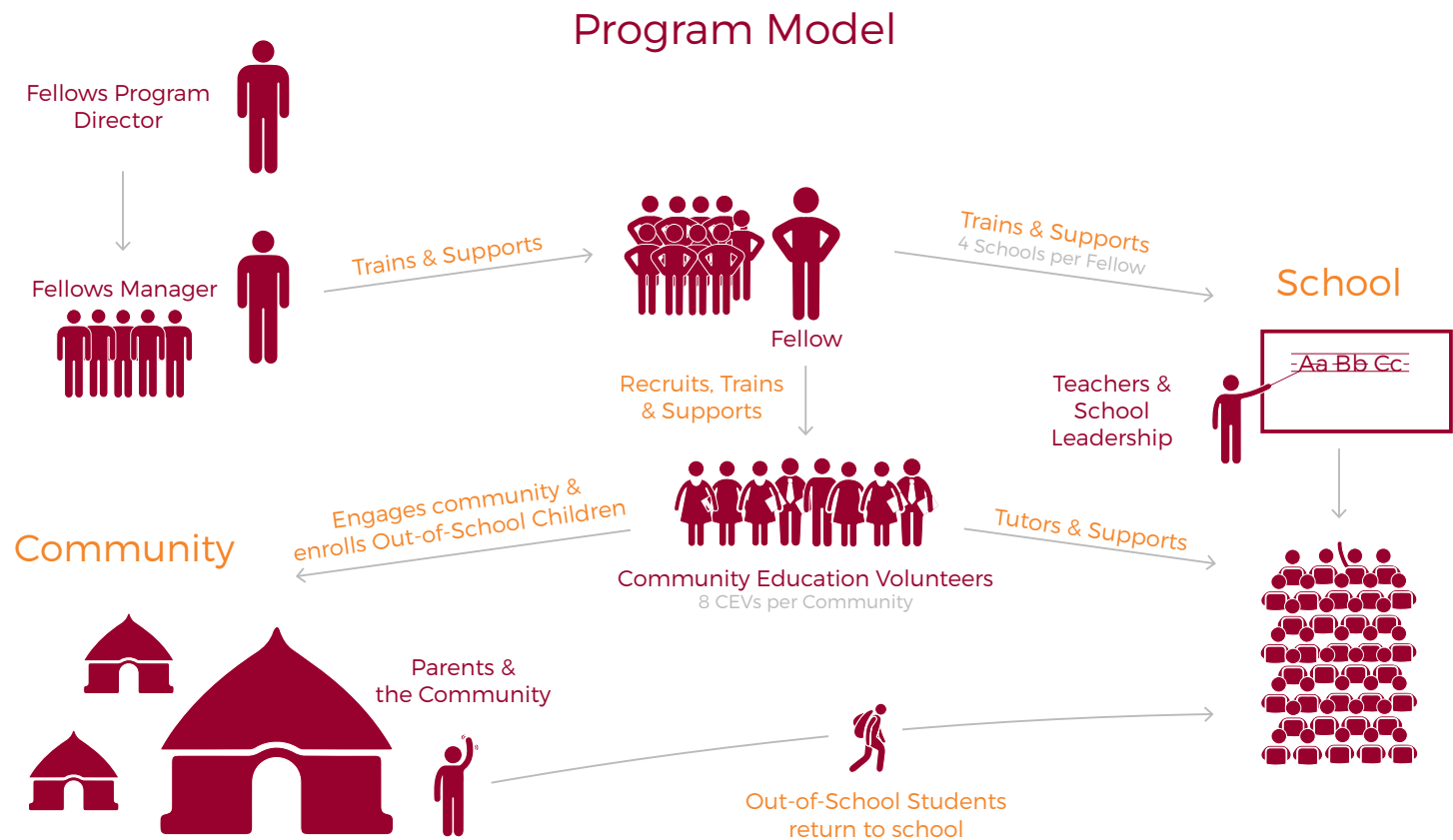
A Thriving School is:

**Supported by  
the community**

**Effectively  
managed  
by school  
leadership**

**Accessible by  
all children**

**Committed  
to producing  
positive student  
outcomes**





# Thriving Schools Program | Fellows & CEVs



## 80

### Fellows Deployed

30 Cohort 3 | 50 Cohort 4



## 17,784

### Hours of Training Received by Fellows

Out-of-school child modules, School Management Committee programming, school development, Roots to Rise methodology, child protection and social entrepreneurship



## 325

### Schools Supported

22 BT Primary Schools | 303 Government Schools



## 1,773

### CEVs Mobilized



## 19,191

### OOSC Enrolled by Fellows & CEVs

9,728 Girls | 9,463 Boys



## 50

### New Fellows Selected for '19-20

Cohort 5 | 30 Women | 20 Men



In March, **Namata Tendo**, a **Cohort 3 Fellow**, was announced as a winner of the World Bank's annual #Blog4Dev youth essay competition for her efforts to sensitize and mobilize communities about gender-based violence through her role as a Fellow and via her social organization, the Embibo Gender-Based Initiative.

#### Cohort 1 Fellow Stephen

**Katende** earned a June visit with Queen Elizabeth II in England as a recipient of the Queen's Young Leaders Award. The award, which recognizes exceptional young people from across the Commonwealth of Nations that are leaving a lasting legacy for the Queen of the UK, was bestowed upon Stephen for his work as a Fellow with parents to save, borrow, and invest for their children's education.

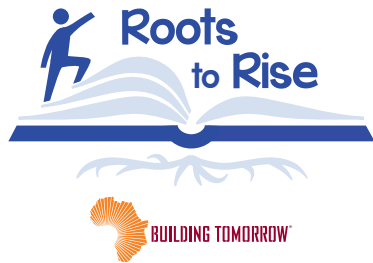


In October, **Cohort 3 Fellow Henry Mulondo** won the HP/ Girl Rising Creative Challenge, which celebrated story-driven works from individuals making the world a better place for girls. Henry's winning video entry detailed his efforts as a Fellow to build greater self-esteem and confidence in young girls via a football program.

In 2018 alone, **CEV Clementina Mutoni**, along with her fellow CEVs serving the Rwamwanja Refugee Settlement in Western Uganda, enrolled in school more than 250 previously out-of-school Congolese refugee children.



# Roots to Rise



In 2018, Building Tomorrow deployed Roots to Rise, a foundational learning initiative which involves grouping students according to their learning level and teaching basic literacy and numeracy skills. Based on the Teaching at the Right Level approach pioneered and rigorously evaluated by Indian NGO Pratham, Roots to Rise's unique model unites school and community actors in pursuit of better learning outcomes. Building Tomorrow believes the sustainability of such programs is best achieved when stakeholders actively engage in the educational process.

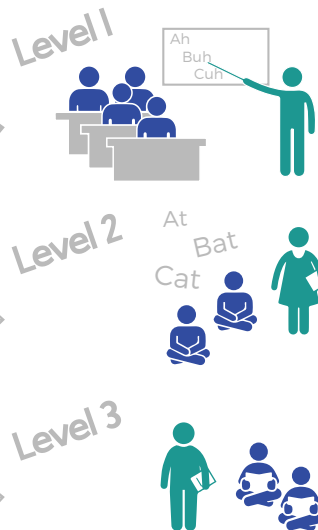
## Assess

**Community Education Volunteers (CEVs) and teachers** assess students using a simple test.



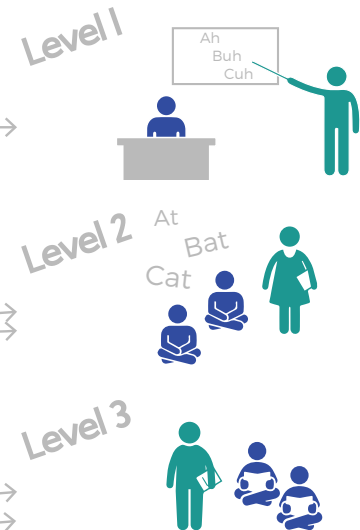
## Group and Teach

Children are grouped according to their learning level, and teachers and CEVs facilitate targeted lessons for one-hour during each school day for a period of several weeks.



## Re-Group

Each week, students are re-assessed and re-grouped as they move up through the levels.



**Building Tomorrow Fellow**  
Coordinates all participants to ensure all roles are being fulfilled successfully.



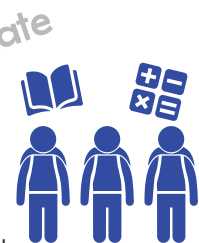
**Head Teacher**  
Monitors lessons and attendance.



**Center Coordinating Tutor**  
Government-employed teacher trainers provide mentoring on effective teaching methods.

## Improved Learning Outcomes

After a few short weeks of lessons, students improve their ability to read simple stories and perform basic mathematical operations.



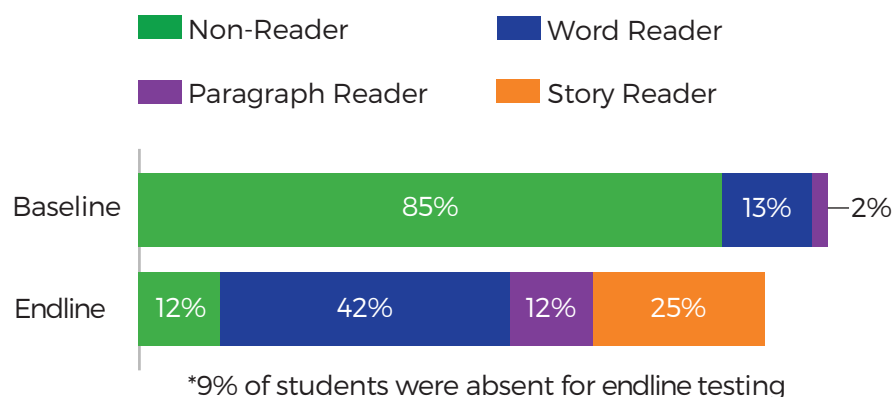


# Roots to Rise

Building Tomorrow conducted Roots to Rise literacy and numeracy camps in the latter half of 2018 with the support of 144 teachers and Community Education Volunteers as facilitators. Data captured during the camps supporting the effectiveness and scale of Roots to Rise is very encouraging.

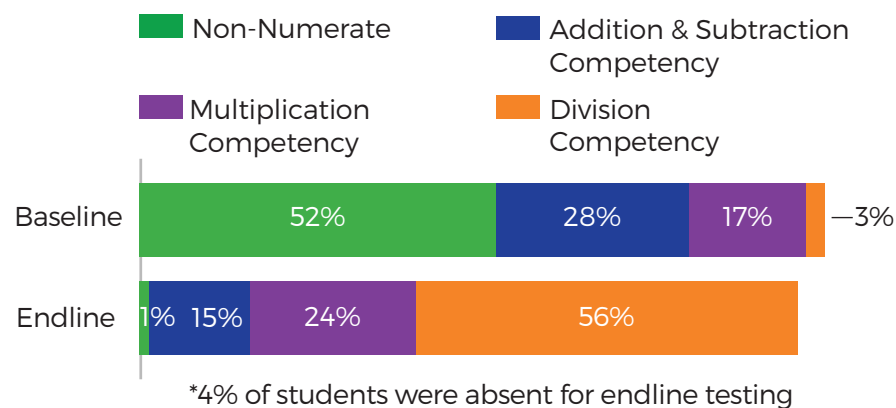
## Literacy Camps

June - July | 10 schools | 494 students



## Numeracy Camps

October - December | 15 schools | 683 students



Building off of 2018's success, Roots to Rise will take place at 70 schools throughout Uganda in 2019, implemented with the help of over 280 Community Education Volunteers. Building Tomorrow believes Roots to Rise intervention can eventually reach the 700,000+ children throughout Uganda who remain out-of-school, as well as the millions of students who are in school but not learning foundational skills.



# The Building Tomorrow Team

## New Additions

Building Tomorrow added new members to the organization in 2018, with emphasis on growth within several of our strategic anchors: child-centric, impact data focused, and locally-led and sustainable.



**Patrick McElroy**

Chief of Staff

Patrick joined Building Tomorrow as Chief of Staff who will oversee the organization's strategy implementation, program support, human resources & team development, and relationship management. With 15 years of International Development and Management experience in the US, Tanzania, eSwatini, Namibia, and Madagascar, he is an intercultural specialist, project designer, trainer, project manager, and returned Peace Corps Volunteer. Patrick does this work because access to quality education can change how anyone in our human family understands and uses their potential.



**Isaiah Wasswa Kidida**

Monitoring & Evaluation Manager

Isaiah became Building Tomorrow's new M&E Manager who will manage field monitoring, evaluation, and learning program aspects, including data collection and analysis for understanding impact, development of surveys and tools, and program staff capacity building. Isaiah holds a postgraduate diploma in Monitoring and Evaluation and a certificate in Database Management from the Uganda Management Institute, as well as a Bachelors of Statistics from Makerere University. He has over 6 years of experience in monitoring and evaluation, accountability, learning and adaptation with organizations such as PEAS Uganda, Save the Children, the Uganda Protestant Medical Bureau, and Afrobarometer Africa.

## The Tomorrow Team

An official organizational leadership team was formalized during 2018. The Tomorrow Team's purpose is to guide the strategic direction of Building Tomorrow according to the best interest of the children and communities we serve.

**George Srour**

Founder & Chief Dreamer

**Joseph Kaliisa**

Country Director

**Patrick McElroy**

Chief of Staff

**Liz Okio**

Deputy Country Director

**Kate Rodriguez**

Partnerships Director

**Robert Sekadde**

Thriving Schools Program Manager

## Team Breakdown | Throughout 2018



### Kampala, Uganda

**Team Members**

26 full-time, 80 Fellows

**Average Tenure** (full-time)

4 years, 7 months



### Indianapolis, IN, USA

**Team Members**

5 full-time

**Average Tenure**

4 years, 4 months





# Financials

## Revenue

Restricted	
Contributions .....	\$318,784
Grants .....	\$1,074,095
Unrestricted	
Contributions .....	\$154,957
In-Kind Contributions .....	\$44,377
Special Events .....	\$86,160
Investment Income .....	\$5,405

Total Revenue and Support .....\$1,683,778

## Expenses

Program Support	
Uganda .....	\$2,136,010
US .....	\$307,411
Administrative & Fundraising Support .....	\$179,199

Total Expenses .....\$2,622,620

Change in net assets	
Change in unrestricted funds .....	(\$117,469)
Change in temporarily restricted funds .....	(\$821,373)
Total change in net assets .....	(\$938,842)

Net assets at beginning of the year .....\$2,310,390

Net assets at the end of the year .....\$1,371,548

## Assets

Cash .....	\$1,041,069
Prepaid expenses .....	\$10,546
Grants receivable .....	\$318,000
Net fixed assets .....	\$7,292

Total Assets .....\$1,376,907

## Liabilities & Net Assets

Liabilities	
Accounts payable .....	\$3,901
Accrued expenses .....	\$1,458
Total liabilities .....	\$5,359

Net Assets	
Unrestricted .....	\$769,195
Temporarily Restricted .....	\$602,353
Total net assets .....	\$1,371,548

Total liabilities and net assets .....\$1,376,907

# Board of Directors

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## Jean Blackwell

Chair of the Board

Retired, CEO & Executive VP of  
Corporate Responsibility  
Cummins Foundation

## Randy Kaltenmark

Secretary of the Board

Partner  
Barnes & Thornburg LLP

## Anselmo Canfora

Professor of Architecture & Associate  
Dean of Academics  
University of Virginia

## Paul Knapp

Past Chair

CEO  
Young & Laramore

## Nadira Lalji

Director  
Precis Management Services

## Jim McClelland

Executive Director, Drug Prevention,  
Treatment & Enforcement, State of IN  
  
Former President & CEO  
Goodwill Industries

## Kenneth Kobe

Vice Chair of the Board

Retired, Executive Director  
Barnes & Thornburg LLP

## Michael Stayton

Immediate Past Chair

Retired, UN World Food Programme  
(COO) & United States Infrastructure  
Corporation (President & CEO)

## Emily Johnson

General Manager  
Cummins, Inc., Singapore

## Jimmy Kolker

Former U.S. Ambassador to Uganda  
  
Former Chief of HIV/AIDS  
UNICEF

## Jerry Langley

Executive in Residence  
Mendoza College of Business, University  
of Notre Dame

## George Srour

Founder & Chief Dreamer  
Building Tomorrow



