



# Impact Report

## 2019



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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.

## Our Mission

We galvanize communities to support thriving schools in underserved areas.

## 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

**81** Building Tomorrow Primary Schools

End of 2019

**80** Open

**1** Under Construction

**408** Schools Supported by Fellows

Throughout 2019

**56** Building Tomorrow Schools

**352** Government Schools

## 18 Openings in 2019



February

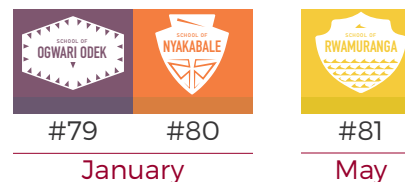


February

March

June

## 3 Groundbreakings in 2019



January

May



Commissioning ceremony for Building Tomorrow Primary School of Nabimogo (#75)

# Out-of-School Children Enrollment

## 54,505

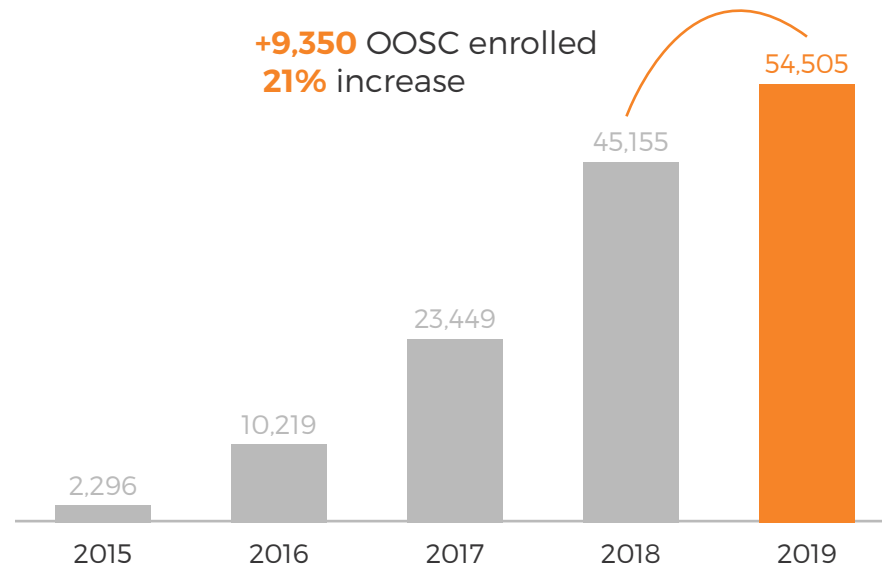
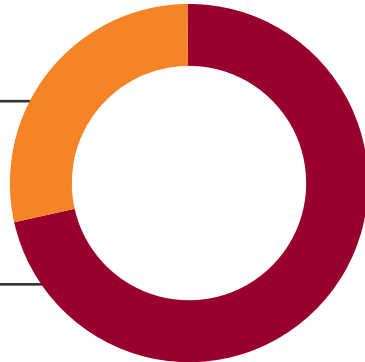
Total Out-of-School Children enrolled  
End of 2019

### 15,466

via BT Primary Schools

### 39,039

via BT Fellows & CEVs



## Educate 51k



### Core Objectives & Major Accomplishments of Educate 51k

2015	2016	2017	2018	2019	Total
2,296	7,923	13,230	21,706	9,350	<b>54,505</b> OOSC Enrolled
10	10	30	50	50	<b>150</b> Fellows Deployed
3	14	16	9	18	<b>60</b> Schools Opened

In August 2014, Building Tomorrow launched Educate 51k, a \$12.5m USD initiative in partnership with Educate a Child, a program of the Education Above All Foundation. The initiative set a five-year target to enroll 50,980 out-of-school children by the end of June 2019 via construction of 60 new Building Tomorrow Primary Schools and deployment of 150 Building Tomorrow Fellows embedded in underserved communities throughout Uganda.

**From 2015 through 2019, Building Tomorrow enrolled more than one out-of-school child every 50 minutes.**

# Roots to Rise Results

From July to September, Roots to Rise literacy and numeracy camps took place at 70 schools throughout Uganda, reaching over 10,000 students who previously struggled to read and do basic math.

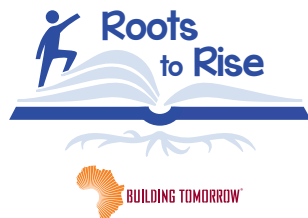
With the help of more than 3,400 Community Education Volunteers, Roots to Rise enables children to learn more during the years they spend in school and gain more agency over their own learning.

By the end of the 5-week camps:

**51%** of students could read a paragraph, compared with a national average of just 6%.

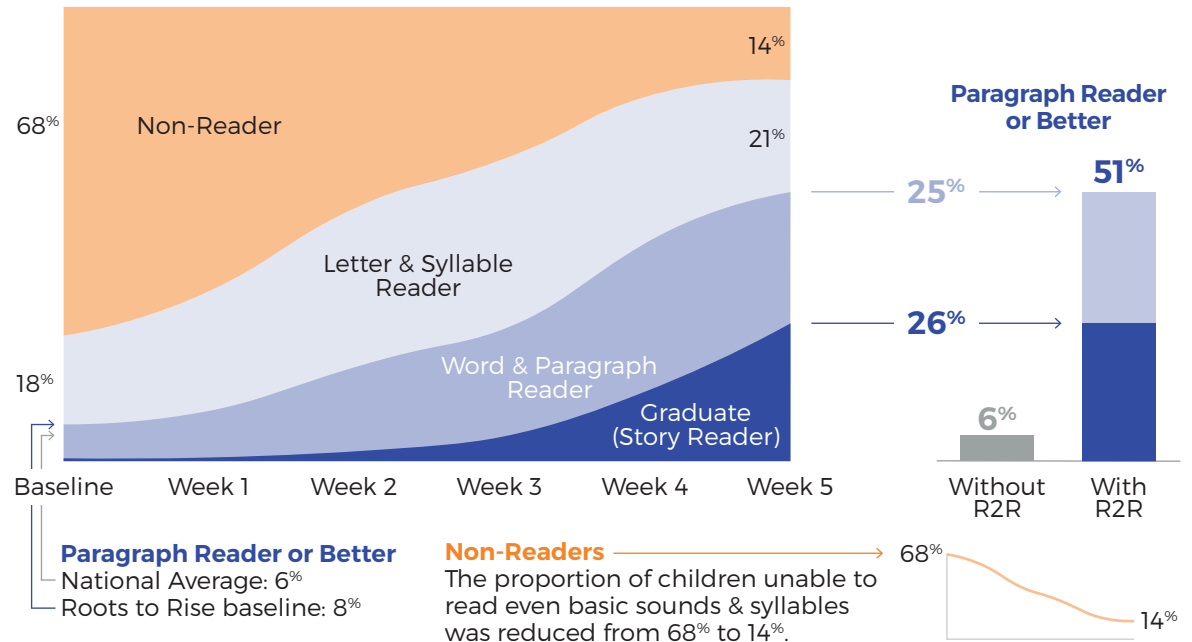
**43%** of students could do basic math (+ - x ÷), compared with a national average of just 2%.

Roots to Rise is Building Tomorrow's foundational learning initiative which involves grouping students according to their learning level and teaching basic literacy and numeracy skills. It deploys a unique model which unites school and community actors in pursuit of better learning outcomes.



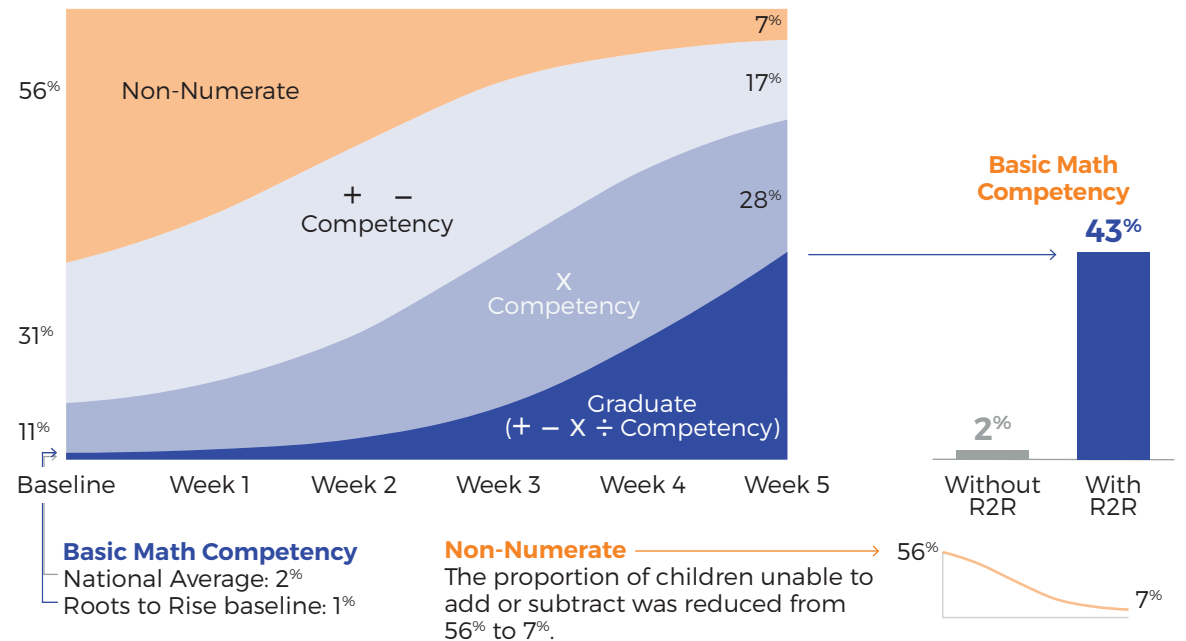
## 2019 Roots to Rise Literacy Results

70 schools | 10,332 students



## 2019 Roots to Rise Numeracy Results

70 schools | 9,784 students



\*Where applicable, weekly totals adding to less than 100% is due to students who were absent during assessment.

# Tackling Learning Poverty

A global learning crisis has emerged, the mark of which is children not learning how to read proficiently. Literacy is a foundational skill that opens a gateway to learning in other areas, and being unable to read limits a child's potential to thrive in school and in life after school. In the face of this global learning crisis, the World Bank introduced the new concept of learning poverty in late 2019, with the goal of halving learning poverty by 2030. | "Learning Poverty". The World Bank, October 2019.

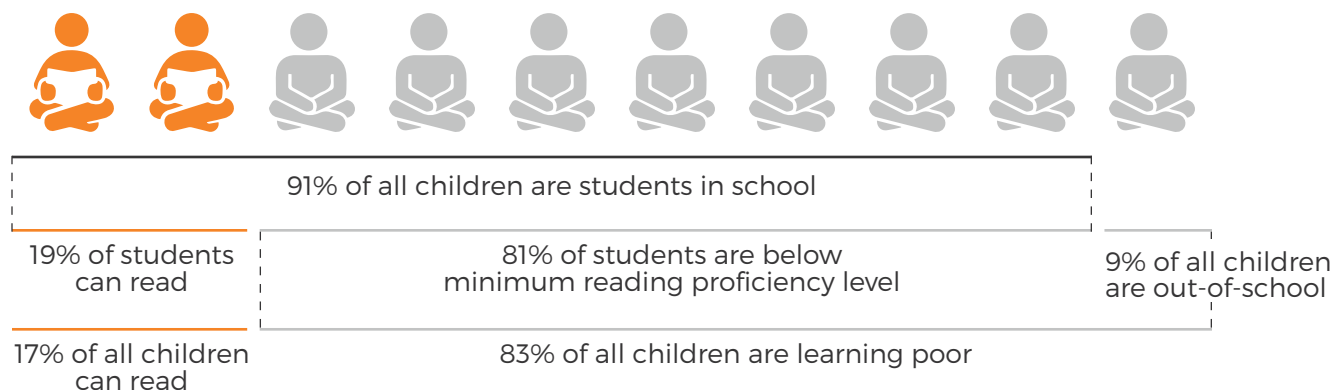
## Learning Poverty is being unable to read and understand a simple text by age 10.

The measure of learning poverty is the share of children who haven't achieved minimum reading proficiency adjusted by the proportion of children who are out of school.

In Uganda, 83% of children are considered learning poor.

"Uganda Learning Poverty Brief". The World Bank, October 2019.

Learning Poverty in Uganda:



## World Bank Goal: Cut the Learning Poverty rate by at least half before 2030.

Building Tomorrow's programs align directly with the World Bank's goal to halve learning poverty.

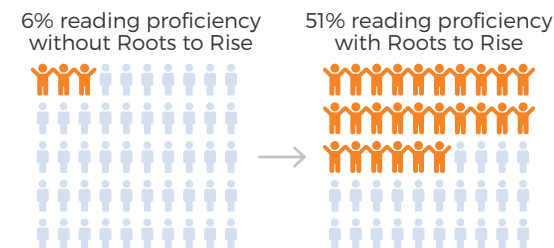
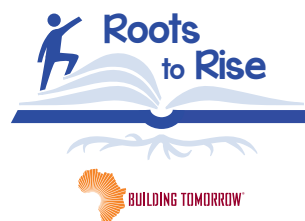
1. Reduce the number of out-of-school children —————> 2. Improve student reading proficiency rates

# 54,505

## Total Out-of-School Children enrolled

End of 2019

See page 3 of this report for more on how we are reducing the number of out-of-school children in Uganda.



See page 4 of this report for more on Roots to Rise and how we are improving student reading proficiency rates in Uganda.

# Carrying Out Our Values

Our Values

Unshakable Passion

Relentless Determination

**Creative Ingenuity**

Collaborative Engagement

Strategic  
Anchors

**Child-Centric**

**Impact Focused**

**Locally Led & Sustainable**

System Level Outlook

Partnership-Minded

**L**ike a sun and moon in orbit, Ahumuza and his little brother Asobora do everything together. And at Bisozi Primary School in Western Uganda, they graduated our Roots to Rise foundational literacy program together, too!

The dynamic duo, which can now add reading to their list of never-ending shared activities, wasn't always able to do so. At the beginning of summer, Ahumuza who is in the fifth grade and Asobora who is in the third grade couldn't even identify the sounds that letters make. But after just five weeks in our Roots to Rise literacy program, thanks to a series of fun, interactive games and lessons, the boys' abilities are soaring to greater heights than the mountains that surround their busy government school.

"I really like class and studying now," says Asobora, whose favorite Roots to Rise game is alphabet Bingo. "The game makes it so I have to read really fast in my head and put the right letters down," he says. "And I always win!"

Thanks to the lessons, Asobora has had a whole new world opened up to him and even has a new favorite book series called I Can Read and Write. "I like reading stories about people and learners like me at school," he says with a smile and one of the books under his arm. And with foundational skills like reading locked down, he knows he has a better future, too.

At just 12 years old, Asobora is a dreamer with his head in the clouds—He wants to be a pilot. "I want to bring in people, books, cars, and everything Uganda needs!" says Asobora with bright eyes.

Ahumuza, his older brother, loves seeing Asobora excited to learn like this. "I am so proud and happy for my little brother," he says. Like Asobora, he loves the Roots to Rise games, especially one called Sound Ball, where students toss around a ball with different letters written on it and have to sound out the one facing them when it is caught.

As for John Kawhwa, the community education volunteer who taught the two to read, he's glad to see the pair succeeding together. "If you saw these two before, they were really struggling even with syllables, and now they can read and understand full stories.

**We really need to  
thank Roots to Rise."**

↙ Ahumuza and Asobora read together



# The Building Tomorrow Team

## The Tomorrow Team

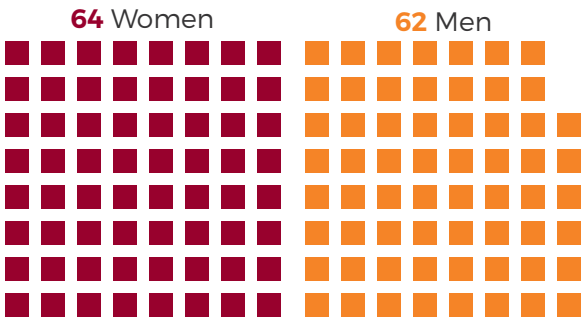
As the official organizational leadership team, the Tomorrow Team's purpose is to guide the strategic direction of Building Tomorrow according to the best interest of the children and communities we serve.

- George Srour**  
Founder & Chief Dreamer
- Joseph Kaliisa**  
Country Director
- Patrick McElroy**  
Chief of Staff
- Robert Sekadde**  
Thriving Schools Program Manager
- Jyl Strong**  
Director of Strategic Partnerships

## Team Breakdown | Throughout 2019

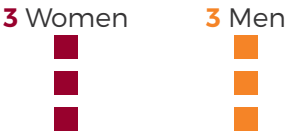
### Kampala, Uganda

**Team Members**  
26 full-time, 100 Fellows



### Indianapolis, IN, USA

**Team Members**  
6 full-time



# Financial Statements

## Revenue

Restricted	
Grants.....	\$1,024,211
Unrestricted	
Contributions .....	\$416,481
Grants.....	\$562,759
In-Kind Contributions.....	\$35,220
Special Events .....	\$167,405
Investment Income .....	\$4,380

Total Revenue and Support .....\$2,210,456

## Expenses

Program Support	
Uganda .....	\$1,562,171
US.....	\$362,785
Administrative & Fundraising Support.....	\$248,574

Total Expenses.....\$2,173,530

Change in net assets	
Change in unrestricted funds.....	\$383,483
Change in temporarily restricted funds.....	(\$346,557)
Total change in net assets.....	\$36,926

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

Net assets at the end of the year .....\$1,408,474

## Assets

Cash.....	\$1,043,515
Prepaid expenses .....	\$10,317
Grants receivable .....	\$362,735
Net fixed assets .....	\$4,756

Total Assets.....\$1,421,323

## Liabilities & Net Assets

Liabilities	
Accounts payable .....	\$12,849
Total liabilities .....	\$12,849

Net Assets	
Unrestricted .....	\$1,152,678
Temporarily Restricted .....	\$255,796
Total net assets.....	\$1,408,474

Total liabilities and net assets.....\$1,421,323

# Board of Directors

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## Jean Blackwell

Chair of the Board

Retired, CEO & Executive VP of  
Corporate Responsibility  
Cummins Foundation

## Kenneth Kobe

Vice Chair of the Board

Retired, Executive Director  
Barnes & Thornburg LLP

## Randy Kaltenmark

Secretary of the Board

Partner  
Barnes & Thornburg LLP

## Anselmo Canfora

Professor of Architecture &  
Associate Dean of Academics  
University of Virginia

## Emily Johnson

Corporate Responsibility Director  
Europe & Russia  
Cummins, Inc.

## James Habyarimana

Provost's Distinguished  
Associate Professor  
McCourt School of Public Policy  
Georgetown University

## Paul Knapp

Past Chair

CEO  
Young & Laramore

## Jimmy Kolker

Former U.S. Ambassador  
to Uganda

Former Chief of HIV/AIDS  
UNICEF

## Nadira Lalji

Director  
Precis Management Services

## Jerry Langley

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

## Jim McClelland

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

## Michael Stayton

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

## George Srour

Founder & Chief Dreamer  
Building Tomorrow

