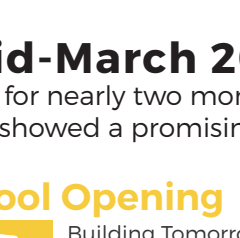
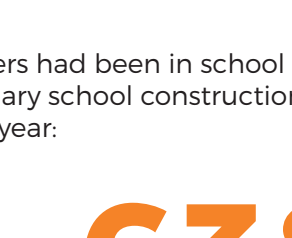
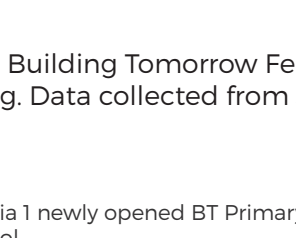


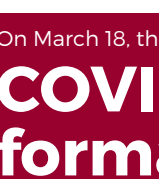
Pre-pandemic, Uganda was experiencing an **education crisis**.1.2
million
out-of-school
children35%
Primary school
completion rate6%
of Primary 4 learners
could read a grade-
level paragraph2%
of Primary 4 learners
could solve a simple
math problem

Building Tomorrow's 2020 programming plan was equipped to address the crisis.

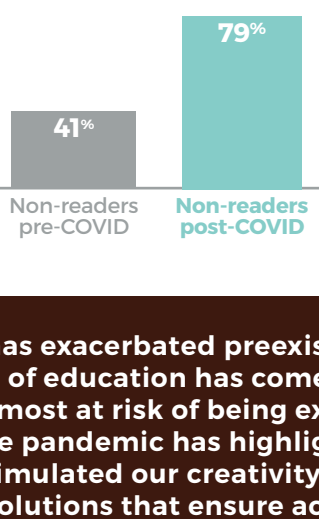
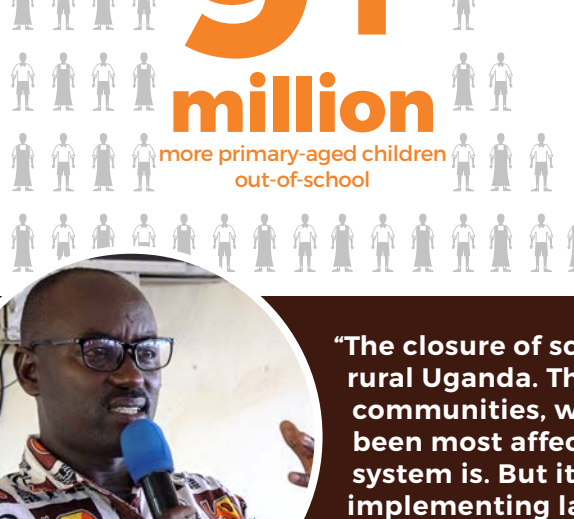
Enroll over 20,000
learners in Roots to Rise
programming.Deploy 150 Fellows to engage Community
Education Volunteers and enroll thousands
of out-of-school children.Construct and open 6+
Building Tomorrow Primary
Schools.

By mid-March 2020, learners had been in school for six weeks. Building Tomorrow Fellows deployed for nearly two months, and primary school construction was ongoing. Data collected from January to March showed a promising start to the year.

1 School Opening

Building Tomorrow Primary
School of **Rwamuranga**
Opened **February 10, 2020**
Supported by MoneyGram
Foundation638
out-of-school children
enrolled January–March301 via 1 newly opened BT Primary
School
337 via BT Fellows and Community
Education Volunteers (CEVs)

81

Open
Building Tomorrow
Primary Schools55,143
total out-of-school children
enrolled since 201515,767 via Building Tomorrow
Primary Schools
39,376 via Building Tomorrow
Fellows and CEVsOn March 18, the school term was suspended and
**COVID-19 halted
formal education
for millions of
learners.**When **P3** learners
return to class, their
levels of academic
attainment will be
comparable to learners
who are in the middle of **P2****"The closure of schools has exacerbated preexisting education challenges in rural Uganda. The value of education has come under question, and girls in rural communities, who are most at risk of being excluded from quality education, have been most affected. The pandemic has highlighted just how fragile our education system is. But it also stimulated our creativity and innovation in proposing and implementing lasting solutions that ensure access to education for all."**

—Joseph Kaliisa, Co-Founder & Country Director

Building Tomorrow developed three innovative solutions in 2020 to meet the needs of the COVID-19 education emergency.

Tomorrow is
NOWBuilding resiliency within
school communitiesRoots to Rise
EwakaProviding learning
opportunities outside the
classroomEnroll
UgandaReturning thousands of
learners to class when
schools re-openTomorrow is
NOW**"What makes Building Tomorrow
unique is that it engages the
community in the work of finding
its own solutions."**

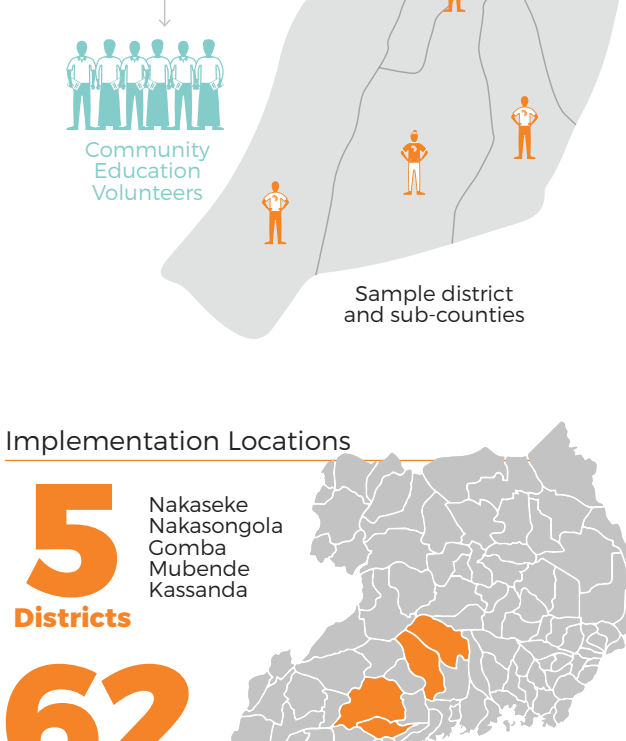
—John Paul, Technical Advisor



Tomorrow is Now is designed to strengthen school communities' capacity to bridge the access and quality gaps in education.

Alumni of the Building Tomorrow Fellowship serve as Technical Advisors (TAs) at district sub-county offices.

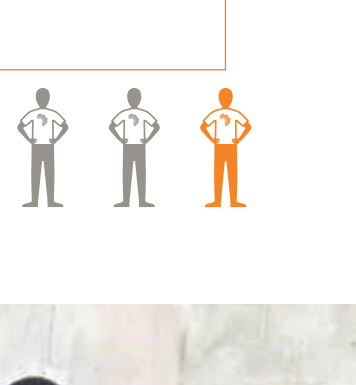
TAs work with sub-county administration to develop officials' ability to initiate and manage educational activities to achieve the following goals:

Strengthen connectivity within the local education
ecosystem of parents/caregivers, learners, and
communities.Increase enrollment and retention of out-of-school
children at primary schools and select secondary
schools.Increase capacity for collecting and managing school
enrollment and achievement data to inform planning
and strategy at the sub-county level.Bring all children at government-supported and
universal primary education schools up to grade-
level literacy & numeracy.

Implementation Locations

5
DistrictsNakasongola
Nakasongola
Comba
Mubende
Kassanda62
Sub-Counties**"Tomorrow Is Now is a
timely, tailor-made solution
to the COVID-19 education emergency
in Uganda. Through this new program,
we're enabling local government and
community leaders to work directly with
Building Tomorrow Fellows to ensure
our systems and
programs are sustainable
for generations to come."**

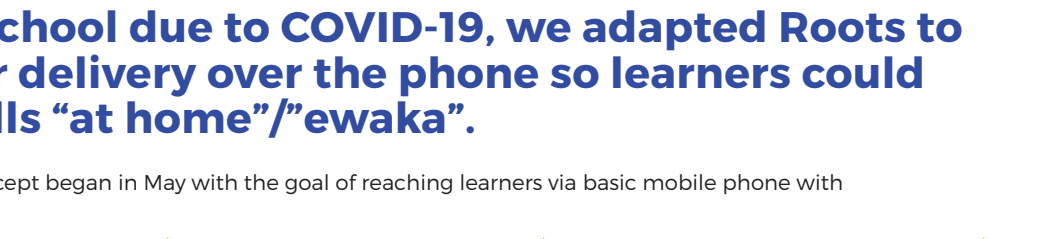
—John Paul, Technical Advisor



11 women and 5 men were deployed as Technical Advisors in late 2020

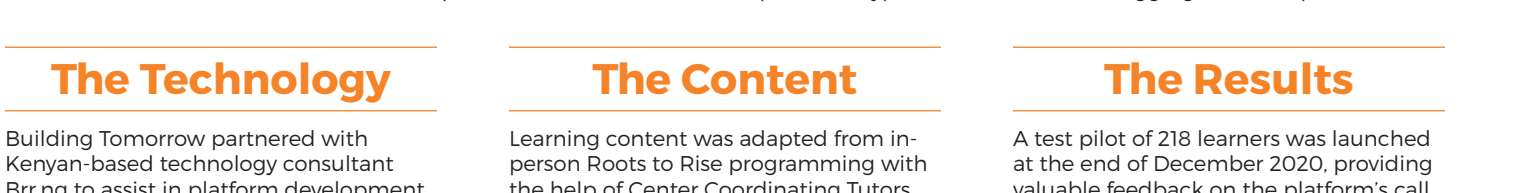
Roots to Rise
Ewaka**"When I heard that schools would
be closing, my first thought was,
'There's no way these kids can
learn online.'"**

—Mercy, Cohort 5 Fellow



With learners out of school due to COVID-19, we adapted Roots to Rise programming for delivery over the phone so learners could gain foundational skills "at home"/"ewaka".

Development of the Roots to Rise Ewaka concept began in May with the goal of reaching learners via basic mobile phone with pre-recorded numeracy and literacy lessons.



Enrollment Learner dials a toll-free number to register with their name, phone number, and demographic information. Previous Roots to Rise learners are auto-enrolled.

Initial Assessment The initial lesson is scheduled and a phone call is dialed out to the learner's phone. The first lesson is an assessment of the child's learning level to determine subsequent lessons.

Learning Lessons Learners regularly receive phone calls with 10-15 minute pre-recorded lessons based on their learning level. Learners interact with the lesson by using the phone's keypad.

Continuous Assessment At the end of each learning level's set of lessons, the learner is reassessed. Assessment data is tracked to ensure the learner is progressing through the curriculum and analyzed in aggregate to adapt content.

The Technology

Building Tomorrow partnered with Kenyan-based technology consultant Brrng to assist in platform development on top of our existing Salesforce database. Any learner with access to at least a basic mobile phone and a network connection can participate.

The Content

Learning content was adapted from in-person Roots to Rise programming with the help of Center Coordinating Tutors and other education leaders in Uganda. Lessons are 10 to 15 minutes long with instruction on mathematical operations and subsequent practice exercises.

The Results

A test pilot of 218 learners was launched at the end of December 2020, providing valuable feedback on the platform's call deliverability, ease of use, and learning content. System refinement based on pilot feedback was ongoing at the close of the year.

Starting in July, Fellows delivered live phone lessons to learners to stem learning loss as Roots to Rise Ewaka was developed.

8,449
Lessons Delivered945
Learners4,977
Numeracy
Lessons3,472
Literacy
Lessons460
Girls485
Boys19 min
Average Lesson Length43
Fellows Participating226
Learners moved up at
least one numeracy level50
Learners moved up at
least one literacy levelFellow Feature **Mercy, Cohort 5****"Conducting Roots To Rise virtual learning calls has reminded me of the excitement for learning that we have instilled in our students and their families. Parents have been extremely cooperative in making sure that students are prepared and have all of the necessary materials before our call, and students love our interactive method of virtual learning. One student, Alvin, has really stood out to me because of his enthusiasm for the program. Before COVID, he was poor in numeracy and struggled with basic math. Being out of school put him at risk of falling even further behind. But our virtual calls have given him the opportunity to work through assignments at his own pace with the help and support of his parents. Through the individualized instruction we have provided, Alvin is now able to solve increasingly complex math problems. He and his parents are even working with their neighbors to ensure that they also have access to Roots to Rise virtual learning!"**Enroll
Uganda**"Kids can be taken away from
school so easily if they don't have
mentorship and encouragement."**

—Mercy, Cohort 5 Fellow



In preparation for schools reopening post-pandemic, Building Tomorrow will Enroll Uganda over a 42-month initiative of:

Enrolling 84,275 out-of-school children

Constructing 18 new primary schools

Deploying 200 Building Tomorrow Fellows

Engaging 5,400 Community Education Volunteers

After being pulled from the field at the start of the COVID-19 pandemic in March, Cohort 5 Fellows were redeployed to their communities in September after a brief re-entry training. Cohort 6 Fellows—our largest cohort to date—were selected in October.

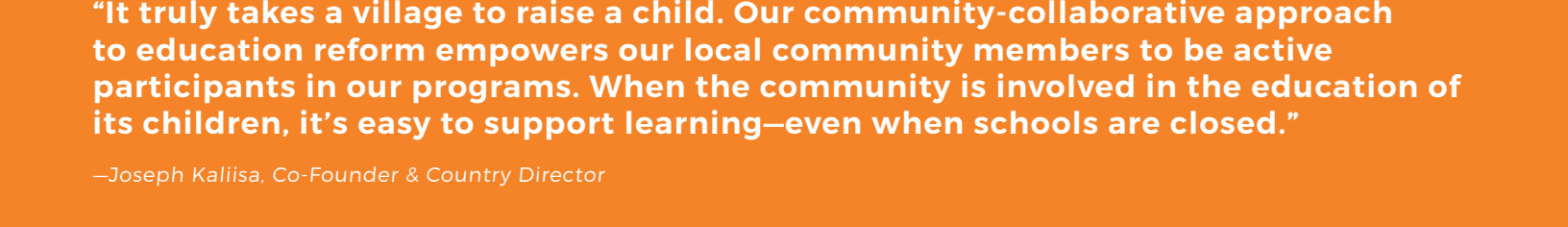
50 Cohort 5 Fellows

100 Cohort 6 Fellows

150
Fellows deployed in 2020,
our largest deployment to dateIn anticipation of supporting the largest deployment of Building Tomorrow Fellows to date, the **Thriving Schools program** was expanded and reorganized throughout September and October to create more Fellows-support positions and dedicated training, logistics, and Roots to Rise teams. In conjunction with the reorganization, Thriving Schools staff were trained on training design and facilitation in November and December.**"We cannot overstate the challenge we will have getting kids back in school.**

Currently, if you visit a school you will find no one there. All of our learners are at home because of coronavirus. Many children are instead being put to work on the farm or in town to generate income for their families. We're facing this challenge head-on by recruiting volunteers, going door-to-door, and hosting community meetings to ensure that every child has the chance to get an education."

—John Paul, Fellow Grad

**"It truly takes a village to raise a child. Our community-collaborative approach to education reform empowers our local community members to be active participants in our programs. When the community is involved in the education of its children, it's easy to support learning—even when schools are closed."**

—Joseph Kaliisa, Co-Founder & Country Director

The Tomorrow Team | Building Tomorrow Leadership

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

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Associate ProfessorMcCourt School of Public Policy
Georgetown University**Ambassador Jimmy Kolker**
Former U.S. Ambassador to UgandaFormer Chief of HIV/AIDS
UNICEF**Diana Kyarimpa**
Global Board MemberBuilding Tomorrow Fellow
Alumna**Nadira Lalji**
Director

Montcalm and Inhabit Hotels

Jerry Langley
Executive in ResidenceMendoza College of Business
University of Notre Dame**Jim McClelland**
Executive Director, Drug
Prevention, Treatment &
Enforcement, State of INFormer President & CEO
Goodwill Industries**Godfrey Semugoma**
Global Board MemberAsst. Accounting General/Acting Dir.
of Financial Management Services
Uganda Ministry of Finance,
Planning and Economic
Development**George Srour**
Founder & Chief Dreamer

Building Tomorrow

Michael Stanton
Past ChairRetired, UN World Food
Programme (COO) &
United States Infrastructure
Corporation (President & CEO)

Financial Statements

Revenue

Restricted

Grants.....\$2,377,522

Unrestricted

Contributions.....\$340,637

Grants.....\$632,000

Gain on forgiveness of debt.....\$81,000

In-Kind contributions.....\$26,923

Special events.....\$18,091

Investment income.....\$1,116

Equity in earnings from Kujenga Construction Co. Ltd.....\$20,188

Total Revenue and Support.....\$3,497,477

Expenses

Program Support

Uganda.....\$1,252,922

US.....\$378,609

Administrative & Fundraising Support.....\$222,747

Total Expenses.....\$1,854,278

Change in net assets

Change in unrestricted funds.....(\$73,486)

Change in temporarily restricted funds.....\$1,716,685

Total change in net assets.....\$1,643,199

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

Net assets at the end of the year.....\$3,051,673

Assets

Current Assets

Cash.....\$1,445,638

Grants and contributions receivable.....\$1,075,042

Prepaid expenses.....\$14,524

Total current assets.....\$2,535,204

Net Property and Equipment.....\$2,673

Other Assets

Grant receivable, long-term.....\$500,000

Investment in Kujenga Construction Company Ltd.....\$20,188

Total Assets.....\$3,058,065

Liabilities & Net Assets

Current Liabilities

Accounts payable and accrued expenses.....\$3,548

Credit card liabilities.....2,844

Total current liabilities.....\$6,392

Net Assets

Unrestricted.....\$1,079,192

Temporarily Restricted.....\$1,972,481

Total net assets.....\$3,051,673

Total liabilities and net assets.....\$3,058,065