



10 Years, 50 Schools | Impact Report 2016



BUILDING TOMORROW®

Table of Contents

1	Schools Overview
2	Groundbreakings & Openings
3	Students Overview
4	Fellows Overview
5	Fellows' Stories
6	Administrative Overview
7	Financials
8	Board of Directors
9	Make Your Impact

We experienced a milestone year for schools

In October, we joined with the community of Kyambogo to break ground on Building Tomorrow's 50th Primary School. The celebration was joyous and the excitement of the community and our team had never been greater due to this momentous achievement in education. But we aren't finished. Our vision of a world where every child with a desire to learn has a safe, permanent, local and quality place to do so is not yet a reality. We added 3 more schools before year's end, and we continue our momentum in bringing access to quality education in East Africa.

Status of the **53** Building Tomorrow Primary Schools at the end of 2016.

37

Open

8

Completed & Scheduled to Open in 2017

8

Under Construction or In Planning

Average Construction Time

90

Days



Average Construction Cost

\$62,465

or

225,000,000 UgX

Constructing the walls at the Building Tomorrow Primary School of Buyanja, our 47th school



The newest Building Tomorrow communities

Groundbreakings



Future students perform a dance at the groundbreaking ceremony for the Building Tomorrow Primary School of Kyambogo.

Building Tomorrow broke ground on **15** new schools in **9** different districts during 2016.

Kyeshande January 20	Karama June 13	Rwemirondo October 18
Somba January 29	Kasorora July 12	Kabuyanda October 19
Kyakatarangi April 1	Buyanja July 14	Kyambogo October 25
Danda May 29	Buremba July 15	Sooko December 30
Rwebishahi May 31	Bulyamushenyi September 29	Mukuru December 30

Openings

Building Tomorrow opened **14** new primary schools in 2016, including **9** on the first day of the school year on February 23.

Angerepo February 23	Wangoma February 23	Degeya May 16
Guyaguya February 23	Vunza February 23	Sakabusolo May 16
Akolodongo February 23	Nyamirama February 23	Kyantamba June 20
Oyomai February 23	Bulemezi February 23	Nawankofu June 20
Bwogero February 23	Rutooma February 23	



The Building Tomorrow Primary School of Wangoma was officially opened on February 23, 2016.

We are Building more Tomorrows than ever

The students are what it's all about. Through construction of new schools, the continuing operation of old, and the deployment of our Fellows in government schools, we reached another major milestone in 2016: the 10,000th out-of-school student was re-enrolled in school by Building Tomorrow. With **36,453 students** at the end of 2016 enrolled in our schools or attending a school where a Building Tomorrow Fellow is deployed, we are reaching more students than ever before.

Total students served by Building Tomorrow at the end of 2016

36,453

7,198 + 29,255

Students in the 37 open
Building Tomorrow Primary
Schools

Students in the 60 government
schools where a Building
Tomorrow Fellow is deployed

Out-of-School Child (OOSC): a child that is not enrolled in school or has not attended school in 30 or more days; the school must consist of an adequate structure, e.g. students attending class held under a tree are considered out-of-school

7,923

Total OOSC enrolled in 2016

10,219

Total OOSC enrolled all-time

By Gender	
Girls	Boys
3934	3989

By School Type	
BT School	Gov't School w/ Fellow
3313	4610

By Method	
New School Openings	Fellows' efforts
3,728	6,491

There are currently 1.248 million out-of-school children at the primary level in Uganda.¹ It is likely many of these students have never before set foot in an actual school building. Building Tomorrow places special emphasis on identifying and enrolling out-of-school children into our schools, as well as into government schools, via our Fellows program (learn more on page 5). In partnership with Educate a Child and as part of our Educate 51k initiative, we plan to enroll and retain 51,000 out-of-school children in school by 2019, and we are well on our way.

¹ "Out-of-school children of primary school age". UNESCO Institute for Statistics, 2016. <http://uis.unesco.org/indicator/edu-ofs-ofst-11>.

Our Fellows program grew in size and impact

The Building Tomorrow Fellowship continues to prove itself as one of the most promising solutions to improving the quality of education in Uganda. Throughout the 2016 school year, 20 Fellows worked within 80 schools training teachers, enrolling out-of-school children, and impressing upon the surrounding community the importance of primary education. The Fellows, who are all recent Ugandan college graduates, have helped school leadership develop individualized school improvement plans and have fostered leadership's capacity and confidence to create and manage a quality educational environment. With the success the Fellows program has already experienced, and its planned future growth, the impact our Fellows can make is limitless!



Building Tomorrow Fellows Cohort 2

New Graduates

Cohort 1

10 Fellows
5 Female
5 Male

Our first cohort of Fellows finished their 2-year Fellowship in December as graduates of the program.

They paved the way for future Fellows with advice for success and impactful ideas such as the OOSC Ambassadors initiative. Several Fellows plan to grow the impact and scope of the social enterprises they developed during the Fellowship.

Regardless of future career plans, the Fellows all expressed a desire to make a difference in the world that was born out of their time as a Fellow.

Still Going Strong

Cohort 2

10 Fellows
5 Female
5 Male

One year into the Fellowship, our second cohort of Fellows continues to shine. They have grown the OOSC Amabassadors initiative to 372 local community members that work alongside Fellows to identify and re-enroll out-of-school students. After developing school improvement plans for each of their four partner schools in the last year, Cohort 2 Fellows will implement the plans in 2017 to enable school leadership to thrive after the Fellowship.

Fresh Fellows

Cohort 3

30 Fellows
20 Female
10 Male

With 30 Fellows, this is our largest cohort to date as we begin to scale up the Fellowship to reach more schools and students. The Fellows were selected in November from hundreds of applicants, and the Fellowship becomes more competitive each year. Due to our focus on improving girls' education and our past female Fellows' tremendous impact, our third cohort consists of twice as many female Fellows as men. The new Fellows begin training in January 2017.



Building Tomorrow Fellows Cohort 3

Fellows place special focus on re-enrolling out-of-school children.

2,604 & **2,720**

Girls

Boys

were reenrolled in school by Building Tomorrow Fellows in 2016.

Our Fellows provide amazing anecdotes

One of the greatest barriers to attending school for young girls in Uganda is the lack of access to proper menstrual hygiene information and materials. Several of our female Fellows recognized this barrier when working to enroll out-of-school children and decided to take a community-centric approach in overcoming it. In several communities in which our Fellows work, Fellows taught students, both male and female, to sew reusable cloth sanitary pads for females students' use. The result in many of these communities, like cohort 2 **Fellow Sharon Nakyazze's** Walukunyu Primary School shown on the right, was an increase in female student attendance.



Students at the Walukunyu Primary School sew sanitary pads



Community members save for school fees

While conducting home visits with parents of children in their assigned schools, cohort 1 **Fellows Stephen Katende and Daisy Naluwugge** realized that parents were struggling to provide for the educational needs of their children from lack of funds. Stephen and Daisy decided to study the Village Savings and Loans Association (VSLA) approach and as a result, launched their own organization called ACT Now Africa. ACT Now Africa is a social enterprise designed to help parents embrace a culture of saving and prioritizing educational needs, and allows contributors to the VSLA to obtain small educational loans. They also engaged teachers into participating in the VSLAs to help bridge the gap between parents and teachers, believing that if they saved together, it would lead to more interaction and discussion on child education.

The ACT Now Africa philosophy is very simple. Parents and teachers are organized into groups of 30 members who meet on a weekly basis, saving between 1-5 USD per member, with an additional 1 USD a week

saved to serve as an emergency fund. Each member is able to borrow up to three times the amount saved at a 5% interest rate, as long as three other members second their request. In the space of one year, ACT Now Africa has two groups meeting weekly in the community of Lukindu, comprising 60 members, with a saving portfolio of 5.4 Million shillings (approximately \$1,542.00 USD). Intrigued by this innovative approach, the Lwengo District local government has pledged to assist ACT Now Africa to scale up the approach to reach 100 other primary schools.

Importantly, Act Now Africa has influenced change in the lives of members: Allen Najjuuko and Nakanjakko Agnes struggled to meet school fee requirements, so they joined and learned craft making skills. Currently, they have saved over \$170.00 USD and, like many other members, are now able to pay children's school fees.

“We had a Fellow, Bernadette, deployed here for the last two years. She has been invaluable. She taught the teachers and parents to own the school. She changed the community's minds about the value of education.”

Byakatonda Matthias
Head Teacher, Building Tomorrow Primary School of Kibimba

We grew and changed in the office...

Our Building Tomorrow team became a bit larger in 2016 as we added six new employees to our Uganda office in Kampala and one new face in our US office in Indianapolis. We continue to be an efficient and dedicated team, despite our modest size of 21 Ugandan and 4 American full-time staff.

Uganda Office

Tidhamulala Yafesi
Finance Manager

Namutebi Christine
WASH Programs Manager

Tukesiga Stanley
IT Manager

Kazungu Jethro Benedict
Education Support Officer

Okwir George
M&E Manager

Munyaneza Edward
Admin & Logistics Officer-Fellowship Program

US Office

Alan Bobbett
Director of Operations

...and in our fundraising events, too.



Build-a-School Night

9th Annual
Friday, April 29, 2016
Indianapolis Artsgarden & Conrad Indianapolis

Raised over

\$201,500

which was enough to fund

10 schools



Indy Burger Battle

4th Annual
Saturday, July 30, 2016
Georgia Street, Downtown Indianapolis

Raised over

\$15,800

with attendance of nearly

700

Both events were our largest ever in attendance and funds raised!

The finances behind our work

Revenue

Contributions	
Restricted Contributions.....	\$1,746,773
Unrestricted Contributions.....	\$472,553
In-Kind Contributions.....	\$59,576
Investment & Other Income.....	\$1,562
Total Revenue and Support	\$2,280,464

Expenses

Program Support	
Uganda.....	\$1,558,227
US.....	\$284,121
US Administrative & Fundraising Support.....	\$131,089
Total Expenses	\$1,973,437

Change in net assets

Change related to unrestricted funds.....	\$186,671
Change related to temporarily restricted funds.....	\$120,356
Total change in net assets.....	\$307,027
Net assets at the beginning of the year.....	\$1,241,612
Net assets at the end of the year	\$1,548,639

Assets

Cash.....	\$1,472,485
Prepaid expenses.....	\$8,879
Grants receivable.....	\$66,667
Net fixed assets.....	\$13,256
Total Assets.....	\$1,561,287

Liabilities & Net Assets

Liabilities	
Accounts payable and accrued expenses.....	\$12,648
Net Assets	
Unrestricted.....	\$784,600
Temporarily Restricted.....	\$764,039
Total net assets.....	\$1,548,639
Total liabilities and net assets.....	\$1,561,287

A big thank you to our board of directors!

Mike Stayton

Chairman of the Board

Retired, UN World Food Programme & USIC

Jean Blackwell

Vice Chairwoman of the Board

Retired, Cummins, Inc.

Randy Kaltenmark

Secretary of the Board

Barnes & Thornburg

Dennis Charles

Treasurer of the Board

Charles Madden CPA

Paul Knapp

Immediate Past Chair

Young & Laramore

Melanie Fitzgerald

Community Volunteer

Ken Kobe

Retired, Barnes & Thornburg

Jim McClelland

Goodwill Industries

Elizabeth Schlueter

Oxford Financial Group

George Srour

Chief Dreamer, Building Tomorrow, Inc.

Archbishop Desmond Tutu

Honorary Board Chairman

James Morris

Honorary Board Member

Former World Food Programme Director

President, Pacers Sports & Entertainment

Make your impact

\$50 = 

For just \$50, Building Tomorrow can enroll an out-of-school child back in school

To see the other ways in which your contribution can make an impact, visit

buildingtomorrow.org/donate

Get Involved

Fundraise
Volunteer
Join a College Chapter
see more at

buildingtomorrow.org/get-involved

Follow & Share Our Cause

 www.facebook.com/buildingtomorrow
 @bldgtomorrow
 bldgtomorrow
 www.youtube.com/bldgtomorrow



