

Building Tomorrow

Impact Report

2020

Pre-pandemic, Uganda was experiencing an **education crisis**.

1.2
million
Out-of-school
children

35%
Primary school
completion rate

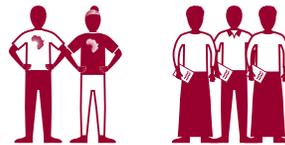
6%
of Primary 4 learners
could read a grade-
level paragraph

2%
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
Foundation

638

out-of-school children
enrolled January–March

301 via 1 newly opened BT Primary
School

337 via BT Fellows and Community
Education Volunteers (CEVs)

81

Open
Building Tomorrow
Primary Schools

55,143

total out-of-school children
enrolled since 2015

15,767 via Building Tomorrow
Primary Schools

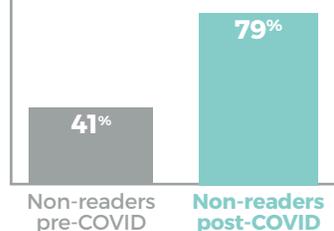
39,376 via Building Tomorrow
Fellows and CEVs

On March 18, the school term was suspended and

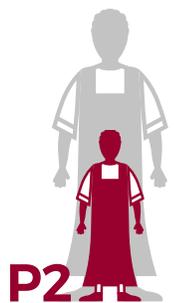
COVID-19 halted formal education for millions of learners.



79% of P3 learners expected to be non-readers when classes resume



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
NOW

Building resiliency within school communities

Roots to Rise
Ewaka

Providing learning opportunities outside the classroom

Enroll Uganda

Returning thousands of learners to class when schools re-open

Tomorrow 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

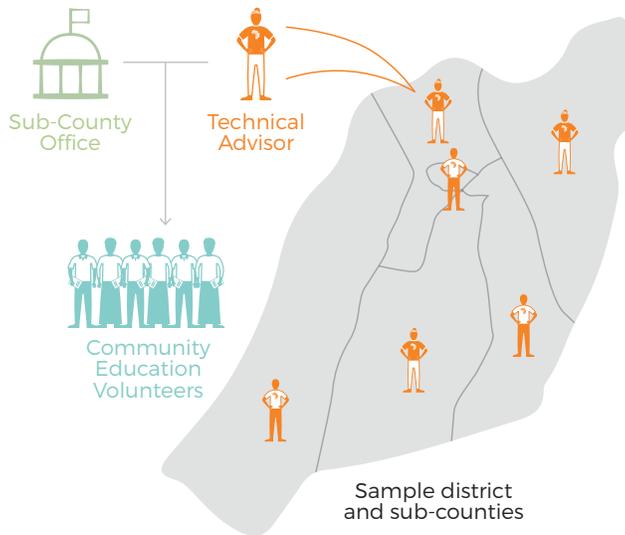


Tomorrow is Now is designed to strengthen school communities' capacity to bridge the access and quality gaps in education.

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.

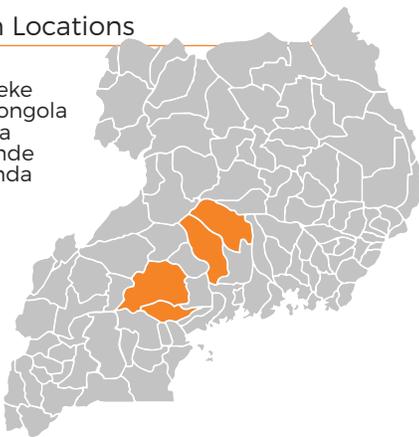
Increase capacity for collecting and managing school enrollment and achievement data to inform planning and strategy at the sub-county level.

Bring all children at government-supported and universal primary education schools up to grade-level literacy & numeracy.

Implementation Locations

5
Districts
Nakaseke
Nakasongola
Gomba
Mubende
Kassanda

62
Sub-Counties



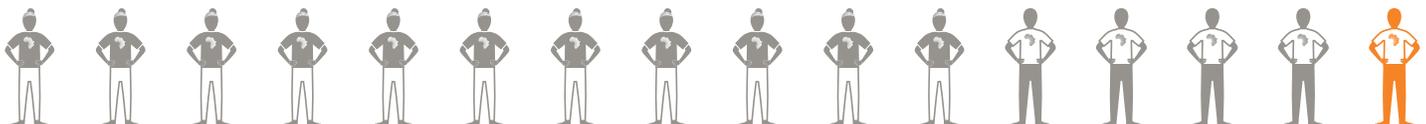
“Tomorrow Is Now is a timely, tailor-made solution

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 Brr.ng 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.

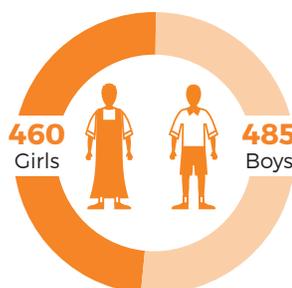
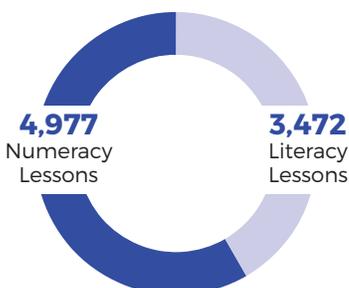
The Results

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 Delivered

945
Learners



Fellow 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.”

19 min
Average Lesson Length

43
Fellows Participating

226

Learners moved up at least one numeracy level

50

Learners moved up at least one literacy level

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 date

In 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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*Provost’s Distinguished
Associate Professor
McCourt School of Public Policy
Georgetown University*

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

Diana Kyarimpa
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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*

Godfrey Semugooma
Global Board Member
*Asst. Accounting General/Acting Dir.
of Financial Management Services
Uganda Ministry of Finance,
Planning and Economic
Development*

George Srour
Founder & Chief Dreamer
Building Tomorrow

Michael Stayton
Past Chair
*Retired, 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 |