



Every Child Deserves an Education.



C.R.E.A.T.E. FOUNDATION & ACADEMY
www.createuganda.com
A 501(C)(3) NON-PROFIT ORGANIZATION

BUSINESS PLAN

2019-2020

*“Children Rising, Evolving & Achieving
Through Empowerment.”*

“Overcoming poverty is not a task of charity, it is an act of justice. Like Slavery and Apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. Sometimes it falls on a generation to be great. YOU can be that great generation. Let your greatness blossom.”

- Nelson Mandela

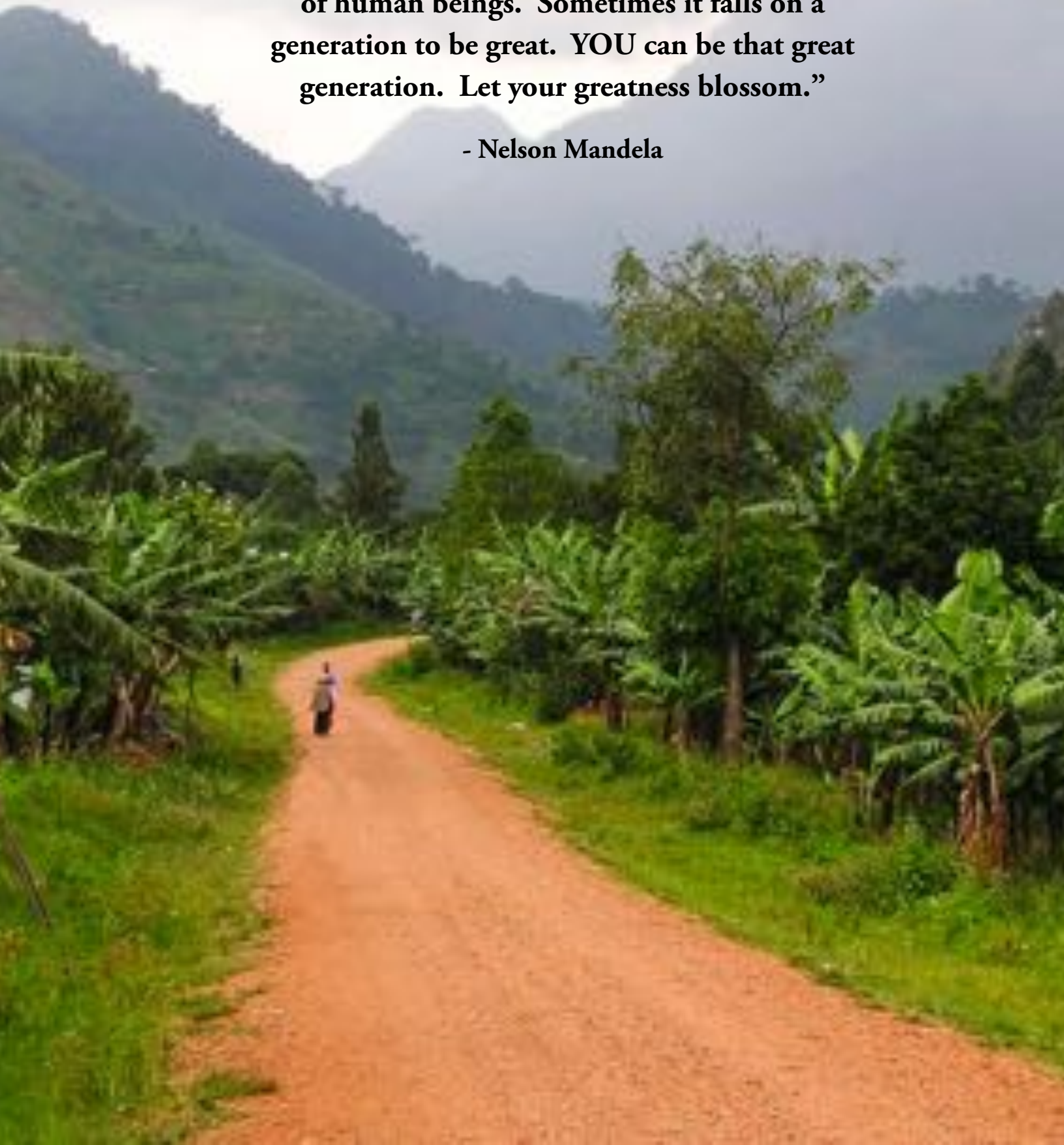


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EXECUTIVE SUMMARY

The C.R.E.A.T.E. Foundation is a 501(c)(3) non-profit organization with the mission of constructing and operating a Secondary School in Uganda which will provide children in need with a 100% free education.

In Uganda, there is no system implemented that covers children's education for families. In the U.S., property taxes pay for children to attend public schools, but in Uganda, there is no such program. All schools in Uganda charge tuition fees, and those fees often far exceed a family's income. With living situations for most being extremely dire - the majority of families struggling just to come up with necessities (food, clean water, shelter and medical care), sending children to school is often not seen as a priority. Though most children enroll in Primary School, most drop out by the time they reach age 13. According to the Uganda Education Policy & Data Center, **gross enrollment rate for Secondary School in Uganda is just 34%.**

According to World Atlas, the current population of Uganda is 42.86 million, with 55% of the population being under the age of eighteen. According to UNESCO (United Nations Educational, Scientific and Cultural Organization), the Secondary Schooling Net Enrollment rate is just 21.56%, meaning **there are roughly 1.5-1.8 MILLION children between the ages of 12-18 that are not schooling.**

We want to change that.

We believe that every child deserves an education. And after spending years on the ground in Uganda working as a volunteer at several different schools and orphanages, what our Founder realized, was that the most powerful way to impact a child's life is by empowering them with an education.

Our school, C.R.E.A.T.E. ACADEMY, will be a Secondary School built in Central Uganda which will provide children in need a 100% free education. The school will provide 150 children per year the life-changing opportunity to return to school and complete their education, without ever having to pay a fee. C.R.E.A.T.E. ACADEMY will be different from any other school in Uganda, a progressive educational institution for underprivileged children that supports all learners obtaining academic achievement through a thoughtfully planned curriculum and a warm, caring approach by teachers and staff who listen, motivate and empower. Students will be equipped with the tools necessary to progress and become successful adults, capable of bringing great change and stability to their families, communities, and ultimately helping to impact the future of their country.

WHY UGANDA?

"Why Uganda? Why not help children at home who need it?" Yes, there are absolutely people struggling with poverty and a multitude of other problems in the U.S., but if you have traveled to a developing country, you know the problems there are very different, and often extremely dire. Luckily, in the U.S., there are many wonderful programs in place to help people in need. It's not nearly as common to find a twelve year old not in school, or a family that has no access to clean water or medical care. There are problems everywhere in the world, but there are places like Uganda where there are even fewer solutions, programs in place or people on the ground putting in the work every day to make those changes. We want to do that! We are passionate about Uganda and are committed to bettering the lives of Ugandan children for decades to come.

We believe in having a global mentality. We must see beyond our own problems, our own countries. A problem or injustice for a child living across the globe should be considered a problem for mankind. We should want this world to be a better place for ALL, not just our own communities or people we personally know. And we have the power to do something about it! We see the need, and know this school can be an integral part of the solution.

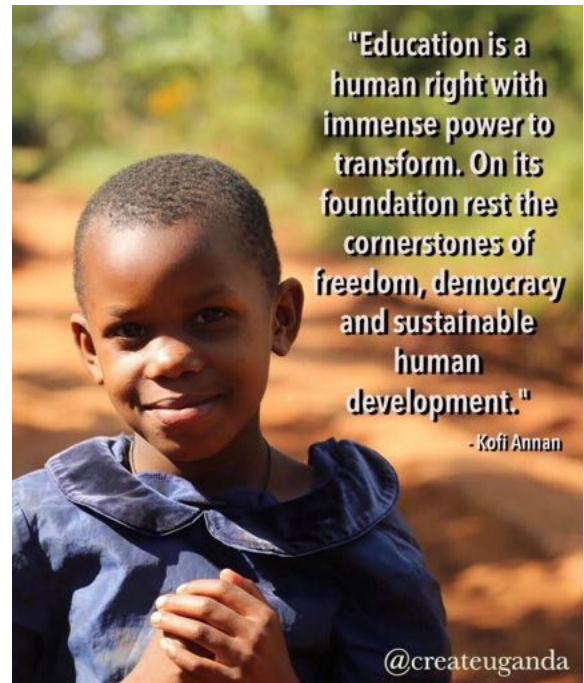


WHAT MAKES C.R.E.A.T.E. DIFFERENT?

1. Our Focus: The Most Critical Problem

There are some organizations in Uganda that run schools, but the majority are primary schools (equivalent to kindergarten through sixth grade). Since President Museveni introduced “Universal Primary Education” in 1997, the rates of Primary Education enrollment and completion have dramatically improved. The idea behind this program, is that all children should be able to attend Primary School for free. The government decided it would pay schools an annual grant for a chosen amount per student. In 2007, after a UN report stated that Africa had the worst Secondary School enrollment rates in the world, President Museveni also introduced “Universal Secondary Education”.

Unfortunately, these programs were significantly flawed. The amount chosen by the government doesn't necessarily cover what schools choose to charge students in tuition. The government also has not stuck to this policy and has missed, and neglected payments entirely to many schools. Therefore, most children are still required to pay hefty fees, which most families cannot afford. Even so, as Primary Schools cost significantly less, Primary enrollment rates have improved to around 90%. But, the transition rate from primary to Secondary School is only 58%. The major issue in Uganda is that children are stopping schooling after completing primary (equivalent to our grade 6) and yet, most organizations focus on the younger children. There are very few organizations dedicated to providing children of Secondary School age with the opportunity to continue their education. Secondary Schools charge much higher tuition rates, and there are very few non-profit Secondary Schools in existence. There is a critical need, however very little attempt to create change. We see the bigger picture, and where we can create the greatest positive impact.



2. Our Unique Understanding

Our years of experience in Uganda working with different children from all areas of the country and developing close personal relationships with them, have prepared and given us a unique perspective. There are many non-profit organizations operating in Uganda that are run by people not physically living in Uganda, or with little experience in the country. The C.R.E.A.T.E. team has spent extensive time living and working in Uganda, and understands the cultural, educational and societal ins-and-outs necessary to make a Uganda-based non-profit endeavor a success. We have the experience and knowledge to build an institution from the ground up and ensure its success. Our local team, comprised Ugandans with backgrounds in law, education and non-profits, are committed to our vision, and are equipped to assist us with realizing and executing it. Our Founder committed to running C.R.E.A.T.E. Academy, on site, in Uganda. This is crucial to the success of this project. We believe in an involved, hands-on approach.

3. Our Approach

What will make C.R.E.A.T.E. the most unique, is our approach to education. Though in most schools in Uganda, children are often dictated to, discouraged from speaking up or sharing their ideas, we will run our school differently! We believe children will thrive and only reach their fullest potential if they are Empowered! Inspired! Motivated! Respected! and Encouraged! It is our prerogative to give students a voice, to cater to their specific needs, and to encourage creativity, independent thought, and self-confidence. We believe that with this approach, paired with an innovative curriculum, and qualified, passionate staff, that our students will not only get the most out of their education, but evolve into well-rounded, confident young people! At C.R.E.A.T.E., every student will matter, and be treated as a human being, not a number. There will always be time made to tutor, show support, and address our students questions and concerns. We will not only be a school, but a community centered around compassion, respect and kindness.

4. Eco-Friendly & Sustainable

C.R.E.A.T.E. will be an eco-friendly, largely sustainable campus. Our buildings will be made from old shipping containers and bricks made by recycled plastic bottles. Recycling is very rarely practiced in Uganda, and you often find plastic bottles EVERYWHERE because there aren't even trash receptacles in most places. In Uganda, all trash is burned. Instead, we will collect these bottles and fill them with inorganic trash and wire them in to form walls, before cement stucco is applied. This is the most environmentally-friendly option, and also saves a great deal of money.

The buildings will be outfitted with solar panels, and designed with strategically placed windows, which will influx natural light into classrooms and corridors, cutting down on a need for electricity. Though not commonly practiced in Uganda, our school will recycle. We will also compost, and try to limit solid waste. Our campus will also feature a fruit & vegetable garden, which will help provide healthy, organic, plant-based meals for our community. CREATE will also feature gardens throughout, and encourage respecting, preserving and co-existing with wildlife among us.

5. Arts Education

At C.R.E.A.T.E., we have strong beliefs that Arts Education tremendously benefits children. It helps them to gain confidence, communication skills, and explore their creativity. It is very rare for schools in Uganda to offer art courses, and we are thrilled to be able to offer our students the exciting opportunity to be exposed to the Arts! C.R.E.A.T.E. will offer music, dancing, photography, creative writing and be the only secondary school in Uganda to offer Filmmaking! These courses will not only provide the children fun, but expose them to the importance of art and creative expression. Create will offer a vast array of extra curricular and elective courses which will allow students to explore different areas of interest and find their passions.

6. Health & Wellness

With circumstances in Uganda being very different than in the U.S., the health and wellness of children is often overlooked, or not seen as a priority. For most, the main concern is having enough food to eat, clean water, beyond that, "health" isn't generally considered like in America and many other countries. Most schools feed the children the same food every meal, every single day

of the year, (usually posho & beans or plain rice). Schools often provide the cheapest, most filling meals for students as to save money, but they lack proper nutrients for developing bodies and minds. It is rare to see fresh vegetables as part of school meals (though tomatoes, onions, peppers, cucumbers, cabbage, eggplant, etc. all grow in abundance in Uganda). For breakfast, students are often given tea and a slice of bread. They are not given fresh juices, fruits or vegetables. Often, students are also thirsty and are not given enough water throughout their days in the hot, dry climate. They are often dehydrated, and are certainly not provided the vitamins and nutrients necessary for optimal health. At C.R.E.A.T.E., we believe children deserve better. They deserve fresh, healthy, balanced meals comprised of organic fruits and vegetables, whole grains and other nutrient rich foods. As C.R.E.A.T.E. will be an ethical, sustainable institution, we will be providing our students healthy, cruelty-free plant-based diets. In Uganda, children largely eat a vegetarian diet anyways (due to the costs of meats being expensive), so this won't be an adjustment by any means. We are committed to doing our part to save the environment (to make just one pound of beef wastes 1,800 gallons of water!) and we value and respect all life - including our animal friends! C.R.E.A.T.E. values peace, respecting the environment and ALL living creatures.

The school will also feature a medical center, where a qualified doctor/nurse will be on premise at all times to care for students and address their health concerns. Having a nurse at Ugandan schools is not typical, and those that do, aren't always properly educated or certified. In Uganda, because of a lack of finances, seeking medical care is often seen as impossible, but we believe students should have access to free medical care, and that at boarding schools there should always be trained medical staff on premise for emergencies, illnesses and general health concerns.

7. Technology

We are committed to giving our students the technological skills necessary to enhance entrepreneurship and employability in today's digital world. We would like to equip our library with a computer center, where students will learn digital skills that will be useful in the future. As the use of technology in different industries in Uganda is becoming more intense, workers are often required to have the knowledge and experience that is often not taught in institutions. We believe our students will benefit greatly from IT, typing and digital technology workshops that will prepare them for the rapid digital revolution of Uganda.

8. Sports

At C.R.E.A.T.E. Academy, our students will have the opportunity to learn and participate in a wide array of sports. While most students in Uganda play football (soccer) it is not common for most secondary schools to offer any other sports like baseball, basketball, swimming or track & field. Ugandan children are naturally very athletic and enjoy being active, and so we want to offer our students access to learning different sports and joining teams to play competitively, where they will learn the value of hard work, discipline and teamwork, as well as having fun! We want to open doors to our students to find their passions! They will have the opportunities to play on teams and compete with teams from other schools. C.R.E.A.T.E. Academy will regularly hold pep rallies and special sports events to celebrate and encourage school and team spirit! We will also help to expose our athletes interested in playing sports in college, to universities worldwide, and support them in their athletic endeavors.

9. Wellness & Values

It is our mission to provide students with a safe, healthy and happy environment. We believe education is about so much more than what is taught in the classroom. It is about life experience, building friendships, exploring creativity, and coming into your own. We will provide students with an environment brimming with positive energy, where they can learn, explore and grow.

Though C.R.E.A.T.E. Academy will not identify with any religion, we support students practicing their own beliefs. On the center of campus will be a meditation center - a large, circular facility where students can pray, read, meditate or just enjoy some quiet time. Regular yoga classes will also be offered, where students can get in touch and care for their mind, body and soul.

MARKET CONTEXT AND NEED: THE PROBLEM

Access to education in Uganda is a great challenge for many. Though in recent years literacy rates have improved, there still remains profound problems when it comes to the education system. Numerous issues and obstacles prevent hundreds of thousands of children from going to school each year in Uganda, the number one cause being: **the inability to afford school fees.**

OVERVIEW

In Uganda, the academic year begins in February and ends in December, and the official primary school entrance age is 6. The system is structured so that the primary school cycle lasts 7 years, lower secondary lasts 4 years, and upper secondary lasts 2 years. Uganda has a total of 9,428,000 pupils enrolled in primary and secondary education. Of these pupils, about 8,098,000 (86%) are enrolled in primary education. Figure 3 shows the highest level of education reached by youth ages 15-24 in Uganda. Although youth in this age group may still be in school and working towards their educational goals, it is notable that approximately 4% of youth have no formal education and 52% of youth have attained at most incomplete primary education, meaning that in total 57% of 15-24 year olds have not completed primary education in Uganda.

FIG 1. EDUCATION SYSTEM

School Entrance Age:

Primary school - Age 6

Duration and Official Ages for School Cycle:

Primary : 7 years - Ages 6 - 12

Lower secondary : 4 years - Ages 13 - 16

Upper secondary : 2 years - Ages 17 - 18

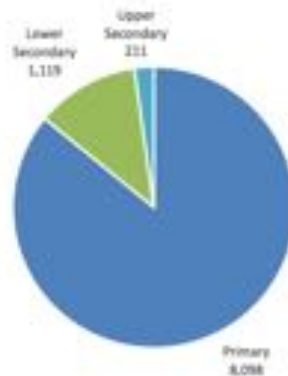
Academic Calendar:

Starting month : February

Ending month : December

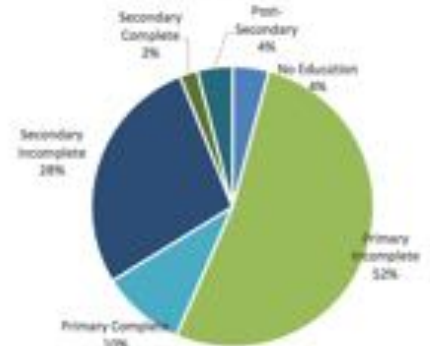
Data source: UNESCO Institute for Statistics

FIG 2. NUMBER OF PUPILS BY SCHOOL LEVEL (IN 1000S)



Data Source: UNESCO Institute for Statistics 2009-2011

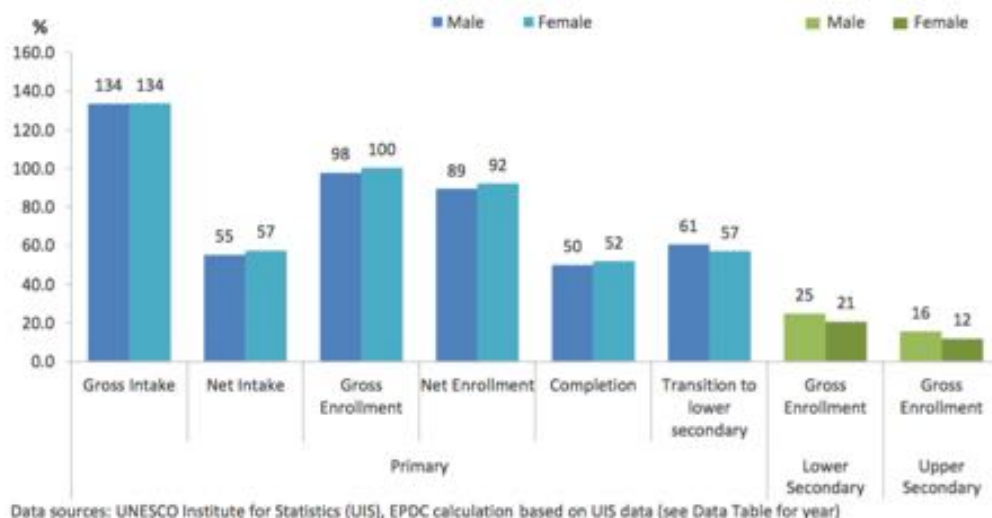
FIG 3. EDUCATIONAL ATTAINMENT, YOUTH AGES 15-24



Data source: EPDC extraction of DHS dataset 2011

Due to Uganda's inconsistent infrastructure, it is nearly impossible to keep 100% accurate records of enrollment and dropout rate. It is feasible that many more children are out of school than data suggests, since in many remote villages children are unaccounted for.

FIG 4. STUDENT INTAKE AND FLOW FROM PRIMARY TO SECONDARY SCHOOLS



Data sources: UNESCO Institute for Statistics (UIS), EPDC calculation based on UIS data (see Data Table for year)

BACKGROUND: EDUCATION IN UGANDA

In Uganda there is no system like the American tax system that allows children to attend school for free. Every child must pay tuition for school every term.

1997, the Ugandan government introduced Universal Primary Education (the idea that all children should be able to attend primary school for free). And in 2007, after a UN report stated that Africa had the worst secondary school enrollment rates in the world, Uganda's President Yoweri Museveni introduced Universal Secondary Education. Though this seemed like progress and enrollment rates did improve, the quality of education in Uganda greatly suffered.



Though "Universal Education" makes it sound as though attending school would be completely free, the title is misleading. What it actually means, is that the Ugandan government pays schools an annual grant for a chosen amount per student. That doesn't necessarily mean that amount covers what the schools choose to charge students in tuition. In many cases, students are still required to pay hefty fees (anywhere from 200,000 - 800,000 shillings per term {\$60-\$240 USD}), which most families cannot afford. The average Ugandan household income is \$81 USD per month.

Even if families can somehow find a way to cover the fees, or they are lucky to find a school which doesn't charge additional, in Uganda it is the student's responsibility to show up each term with specific requirements. And as most children in Uganda attend boarding schools (for numerous reasons - there being a limited number of schools and students living so far from most, being orphans, the family unable to provide for them at home, etc.), the requirements prove to be quite costly. They are expected to pay for and bring school uniform, recreational wear, cleaning supplies, their own plates and cups, reams of paper, soap, toilet paper, toothbrushes, etc., and often the total of these items can be too costly for families to afford. Students are often sent back home if they don't arrive with every single requirement, and are forced to wait until they can return with them or the money. Many students never return.

With the rising of enrollment rates, there is a lack of teaching space, supplies, and demotivated, over-worked teachers heading classes, which has resulted in a lesser quality education and large class size, sometimes as large as a 400:1 student to teacher ratio. A 2010 Overseas Development Institute report acknowledged that although there may be increased access, that education standards have not improved. So for those who desire a quality education, the only real option is private school. And for most people, that is simply out of the question, due to the school fees associated with such institutions.

There are a handful of beautiful private schools in Uganda that offer a superb education. Unfortunately, the children that attend these institutions are the children of Expats and the wealthiest Ugandans. The everyday Ugandan child only has the option of underfunded, overcrowded, understaffed, poorly equipped and often unsanitary, schools that offer a much lower standard of education. It is our goal to change this. To give the everyday Ugandan child the opportunity to go to the kind of school they had only dreamed of... free of charge.

MARKET CONTEXT AND NEED: DEMAND

Secondary Education

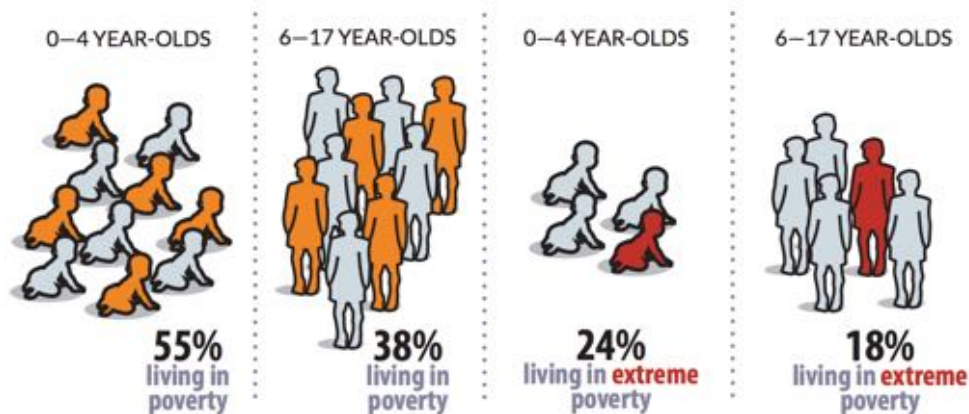
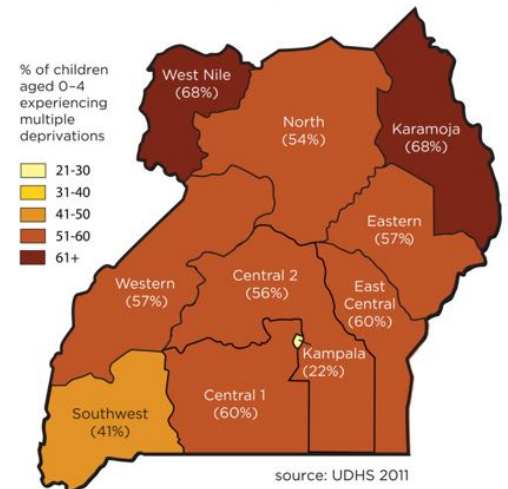
Costs- both direct and indirect - are one of the main reasons for low enrollment in, and even lower completion of, secondary education. Expenses are higher at secondary school and children are often taken out of school to work to support the family.

- * Only 16% of secondary-aged children are in school.
- * More than half of children ages 15-17 are working.

Children's chances of getting a secondary education depend on where they live and how wealthy their parents are.

- * Children in urban areas are more than twice as likely to attend secondary school as those in rural areas.
- * A child from the richest 20% of the population are over 10 times more likely to attend secondary school than a child in the poorest 20%.
- * In Karamoja and North regions, and among the poorest 20% of the country's population, fewer than one in 10 secondary-aged children are at school.

Child Poverty in Uganda



Violence and Sexual Abuse

- * Despite being banned, corporal punishment is still common in schools.
- * Girls and boys cite fear of being victimized by perpetrators as one of the primary reasons for not reporting acts of violence and abuse at school.

WASH in Schools

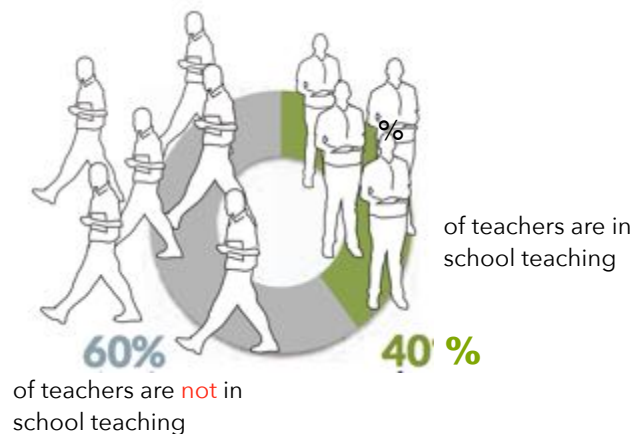
- * On average, schools only have one latrine per 70 pupils.
- * Two-thirds of schools have no hand washing facilities.

*Source: UNICEF 2015

MARKET CONTEXT AND NEED: DEMAND

BOTTLENECKS AND BARRIERS THAT PREVENT CHILDREN FROM OBTAINING AN EDUCATION

- Approaches to Early Childhood Development tend to focus on pre-primary education and exclude other aspects crucial to a child's development - health care, nutrition, and protection.
- Poverty forces many children to work to support their families.
- Fees and 'hidden costs' make education inaccessible for many children, especially at secondary level.
- Poor quality teaching and teacher absenteeism lead to low levels of achievement.
- Violence in school (including 'caning' by teachers) contributes to high dropout rates and poor performance.
- For children in rural areas, the nearest school may be too far to travel to, especially for girls.
- Discrimination and lack of facilities keep children with disabilities and adolescent girls out of school.
- Severe overcrowding in classrooms (up to 400:1 student to teacher ratio) leads to children unable to follow lessons, and difficulty asking for help, leading to low level of achievement.
- Children are often discouraged from asking questions or participating in their own learning process.
- Schools lack running water, electricity or proper food to supply to boarding students.



*Source: UNICEF Situation Analysis of Children in Uganda 2015

Education & Economic Development

- One extra year of schooling **increases an individual's earnings** by up to 10%.

Source: [GEM Report, Education Counts, Toward the Millennium Development Goals, p.7 \(2011\)](#)

- Each additional year of schooling raises average annual gross domestic product (GDP) **growth by 0.37%**

Source: [GEM Report, Education Counts, Toward the Millennium Development Goals, p.6 \(2011\)](#)

- A dollar invested in an additional year of schooling, particularly for girls, generates earnings and health benefits of **US\$10 in low-income countries** and nearly US\$4 in lower-middle income countries.

Source: [The Learning Generation, executive summary, p. 4](#)

- The cost of 250 million children not learning the basics is equivalent to a **loss of US\$129 billion per year.**

Source: [GEM Report 2013/2014, p.19](#)

- A dollar invested in a one-year increase in the mean years of schooling generates more than US\$5 in additional gross earnings in low-income countries and US\$2.5 in lower-middle income countries.

Source: [The Learning Generation, p. 34](#)

IMPACT OF EDUCATION

Sub-Saharan Africa is the region with the highest rate of out-of-school adolescents (37%) **in the world**, followed by Southern Asia (17%), and Northern Africa and Western Asia (14%)

CHILD LABOR

An estimated 150 million children worldwide are engaged in child labor. **Sub-Saharan Africa has the largest proportion of child laborers** (28% of children aged 5 to 14 years). Access to education helps reduce poverty, one of the root causes of child labor.

Source: UNICEF data

HEALTH

Each extra year of a mother's schooling **reduces the probability of infant mortality by 5% to 10%**

Source: GEM Report, p.17

A child whose mother can read is 50% more likely to live past the age of five, 50% more likely to be immunized, and **twice as likely to attend school.**

Source: The Learning Generation, p. 99

One additional year of school **reduces the probability of becoming a mother by 7.3%** for women who have completed at least primary education.

Source: World Bank policy research working paper, p.3

Women with post-primary education are **five times** more likely to be educated on the topic of HIV and AIDS.

Source: UNICEF, The Education Vaccine Against HIV, p. 9

LEARNING AND LITERACY

91% of primary school-age children in low-income countries will not achieve minimum proficiency levels in reading and the rate is 87% in math compared to 5% and 8% respectively in high-income countries.

Source: UIS Fact Sheet 46, p.16

93% of secondary school-age adolescents in low-income countries will not achieve minimum proficiency levels in reading compared to 27% in high-income countries.

Source: UIS Fact Sheet 46, p.11

274 million primary school children worldwide are not learning basic foundational skills necessary to lead productive and healthy lives.

Source: Calculated based on data in The Learning Generation, Education Commission, p. 33

POVERTY

420 million people would be lifted out of poverty with a secondary education, thus reducing the number of poor worldwide by more than half.

Source: UIS/GEM Report Policy Paper 32/Fact Sheet 44, p.11

If adults had just 2 more years of schooling, **60 million** would be lifted out of poverty.

Source: UIS/GEM Report Policy Paper 32/Fact Sheet 44, p.11

WOMEN

One additional school year can increase a woman's earnings by **10% to 20%**.

Source: World Bank, Returns to Investment in Education (2002)

Some countries **lose more than US\$1 billion** a year by failing to educate girls to the same level as boys.

Source: Plan International: Paying the price: The economic cost of failing to educate girls, p.10

In low income and lower-middle income countries, women account for only **a third or less** of human capital wealth.

Source: Unrealized potential: the high cost of gender inequality in earnings, p.5

Human capital wealth could **increase by almost 22% globally** with gender equality in earnings.

Source: Unrealized potential: the high cost of gender inequality in earnings, p.7

PEACE AND TOLERANCE

Literate people are more **likely to participate in the democratic process** and exercise their civil rights

Source: UNESCO, 2012

If the enrollment rate for secondary schooling is 10 percentage points higher than the average, the **risk of war is reduced by about 3 percentage points**

Source: World Bank 2005, p. 16

An increase in secondary school enrollment from 30% to 81% is estimated to **reduce the probability of civil war by almost two-thirds**.

Source: ABC's, 123's, and the Golden Rule: The Pacifying Effect of Education on Civil War, 1980–1999, by Clayton L. Thyne as cited by Rebecca Winthrop, Brookings Institution, in US leadership in global education: The time is now

INEQUALITY

In low-income countries, around **46% of public education resources** are allocated to educate the top 10% most educated students.

Source: The Learning Generation, executive summary, p. 10

In poor countries with available data, on average primary-school age children from the wealthiest 20% of households are **four times more likely to be learning** at the desired levels than children from the poorest 20% of households.

Source: The Learning Generation, p. 41

Young people from the poorest 20% of households are almost six times as likely to be **unable to read** as those from the richest 20% of households.

Source: GEM Report, Policy Paper 20, p. 7

In countries with twice the levels of educational inequality, **the probability of conflict more than doubles**.

Source: The Learning Generation, p. 14

CONFLICT

Each year of education **reduces the risk of conflict by around 20%**.

Source: UNICEF data

CHILD MARRIAGE

Each year of secondary education reduces the likelihood of marrying as a child before the age of 18 by **five percentage points or more**.

Source: Economic impacts of child marriage: Global synthesis report

IMPACT SPOTLIGHT: MISSED OPPORTUNITIES: THE HIGH COST OF NOT EDUCATING GIRLS



Only 32% of girls in Uganda enroll in Secondary School.

According to a recent study by World Bank, limited educational opportunities for girls and barriers to completing 12 years of education cost countries between \$15 trillion and \$30 trillion dollars in lost lifetime productivity and earnings. The report finds out that primary education is not enough. Across many indicators, benefits from primary education only are limited.

The report estimates the global impact of depriving girls of education. Its findings show the transformative power of education for girls in six areas: (1) earnings and standards of living, (2) child marriage and early childbearing, (3) fertility and population growth, (4) health, nutrition and well-being, (5) agency and decision-making, and (6) social capital and institutions.

Earnings and standards of living: On average, women with secondary school education earn almost twice as much as those with no education at all.

Child marriage and early childbearing: Universal secondary education for girls could virtually eliminate child marriage (entering in a union before the age of 18) and as result substantially reduce the risk of early childbearing for women (having a first child before the age of 18).

Fertility and population growth: Universal secondary education for girls could reduce total fertility rates and lead to a reduction in global population.

Health, nutrition and well-being: In developing countries, universal secondary education for girls could increase women's knowledge of HIV/AIDS and their ability to make decisions for their own healthcare. It could also improve their psychological well-being, reduce the risk of intimate partner violence, and reduce risks of under-five mortality and malnutrition for children.

Agency and decision-making: Universal secondary education for girls could increase women's overall decision-making ability within their household. It could also increase their ability to assess quality of basic services and increase in likelihood of birth registration.

Social capital and institutions: Universal secondary education for girls could increase the ability of women to engage in altruistic behaviors, and their ability to rely on friends when in need. It could also increase their ability to assess institutions and services.

Many of the potential impacts of education on development outcomes apply to both boys and girls. But not educating girls is especially costly because of the relationships between education, child marriage, and early childbearing, and the risks that they entail for young mothers and their children.

MARKET CONTEXT AND NEED: DIRECT IMPACT

What is the impact of educating just *one* child?



MARKET CONTEXT AND NEED: VISION FOR INFLUENCING *CHANGE*

We believe that every child deserves an education. A child attending school should not be a privilege, but a human right! We believe that by providing children with an education and the tools necessary to progress, they will become more productive members of society, secure better jobs, be able to care for their families, create more stable communities, strengthen their country, and live a better life! Education youth is a critical step in creating a more self-reliant Africa.



STRATEGY & THEORY OF CHANGE: DESCRIPTION OF ORGANIZATION AND MISSION

ORGANIZATION OVERVIEW

The C.R.E.A.T.E. Foundation was created by Jennifer Kirabo. Jennifer Kirabo, has over 10 years experience in non-profit leadership, specifically, spearheading and carrying out successful programs in Uganda. She has been traveling back and forth to Uganda since 2012, and eventually moved there in 2016 where she worked as a volunteer teacher full-time at a Secondary School in Mpigi. She founded and launched “Filmanthropy” a program which introduced the creative arts to Secondary School-aged children in Uganda. She was responsible for developing, organizing and executing the program, which allowed children the opportunity to express themselves creatively, gain critical communicative and interpersonal skills, and build confidence. The program was introduced to over 300 children from all over the country of Uganda, and run successfully from 2015-2019. She also launched initiatives to raise funds for children who have dropped out of school due to poverty, and placed over 50 children in schools throughout Uganda, as well as sponsorship programs to connect people in the United States who desired to help sponsor a child’s education in Uganda while developing a meaningful relationship with their sponsee.



MISSION

The C.R.E.A.T.E. Foundation’s mission is to give children a second chance! We are building a boarding school in central Uganda which will provide 150 students per year a free education. C.R.E.A.T.E. ACADEMY will be different from any other school in Uganda; a progressive educational institution for underprivileged children that supports all learners earning academic achievement through a thoughtfully-planned curriculum, and a warm, caring approach by teachers and staff who listen, motivate and empower. Children will never, ever be charged a fee. Families can finally have peace of mind knowing that they will never again have to chose between their next meal, or seeking medical attention, and their child going to school.

VISION

We believe that education is the key to a better tomorrow. By providing children with an education and tool necessary to progress, they will become more productive members of society, secure better paying jobs, be able to care for their families, create more stable communities, strengthen their country, and ultimately live a better life! Our school has the potential to transform thousands of lives, and impact generations. We have the power to create real change!

WHO BENEFITS?

According to United Nations Development Programme report citing populations living BELOW \$1.25 PPP per day, Uganda is rated 164 out of 187 rated countries documented with roughly 38% of the country living below \$1.25 PPP per day. The beneficiaries of C.R.E.A.T.E.

Academy will be some of the poorest in the world. 100% of our beneficiaries will fall into the category of under \$2 PPP per day.

CHILDREN: Our future students will be given a life-changing second chance to be educated! This will open up doors for them, and ultimately change the course of their lives! Being educated will enable them to secure better paying jobs, live more stable lives and progress in society. We will prepare them to continue their education to college level, and equip them with the tools necessary to be successful, hardworking adults that can develop and better their own society.



COMMUNITY: Not only will C.R.E.A.T.E. Academy positively impact the children that come through our doors, but make a difference in the local community! Our institution will create job opportunities for dozens of local Ugandans which will offer fair pay in an environment where they are respected. These jobs will help to create stability within the local communities, and by creating jobs, we will also be doing our part to help stimulate the local economy. C.R.E.A.T.E. will also use our space wisely, and offer community meetings and workshops to locals, sharing beneficial information about health, jobs/finance, community involvement and leadership.

FUTURE GENERATIONS: Education is the key to a brighter future, and through educating children and setting them on the path to higher education and better paying jobs, they will be able to better care for their families. Education quality is directly related to economic growth, and can help stop the cycle of poverty and transform families and communities for generations to come. By not only educating, but encouraging our students to pursue their passions, and providing them with the knowledge and confidence to become entrepreneurs and create businesses and jobs in their local communities, our school will be an integral part in changing the lives of not just our students, but generations to come.



A WORD FROM OUR FOUNDER...



I believe it is our duty as human beings to help one another, give without wanting or expecting anything in return, to share what we have and do our part to make this world a better place.

For me, I felt called to Uganda. I didn't know why, I couldn't explain it, but something in me had always been drawn to it. And when things aligned and I had the opportunity to travel out to Uganda in 2012, I jumped at the chance. I am so thankful that I followed my heart. That decision right there changed my life forever. From the very first moment I stepped off the plane, I felt deep within my soul that I was exactly where I was meant to be.

I fell in love with Uganda. It is one of the most beautiful places on earth! The stunning landscape, incredible wildlife, vibrant colors, exciting energy, beautiful culture, and most of all, the AMAZING people just blew me away. Ugandans are so kind, warm and generous. So polite and hard working. I immediately felt welcomed and at home. Right away I felt such an intense connection to the people, and just fell in love with the children. LOVE! There is something so special about Ugandan children, anyone who has traveled there will tell you the same. They are so sweet, friendly and loving, and despite most of their circumstances being very difficult, they are so happy and grateful for the most simple things. Something about them reaches in and grabs you by the heart, and never lets go.

After my first trip, I began traveling back and forth helping families however I could - with living expenses, medical care, and helping to put some children through school. I'm certainly not rich, but I gladly picked up extra work and made sacrifices in order to send money over and to continue helping. I saw how much the majority of people struggled, and just wanted to do whatever I could to make life better for them. Seeing the impact I was making felt good. Often when you donate to a charity, you wonder where your money goes. In many cases, it goes back into the organization itself and just a small amount actually goes to THE PEOPLE they claim to help. I really enjoyed being on the ground, putting in the effort, and getting to know personally the people I was helping. I desired to do more, and soon after I developed my program "Filmanthropy" which introduced acting, creative writing and filmmaking to children of Uganda. I began taking trips to run the program with my wonderful friend Mike DiGiacinto, and it truly transformed not only the lives of our students, but both of ours. The incredible children we worked with changed our lives forever, in the most beautiful way. They have touched my heart profoundly, and everything I do for them fills it with love and inexplicable joy. I honestly look at life so differently because of them. They have given my life new meaning, and because of them, I have found my purpose.

I grew so attached to my students, that I couldn't bear to live my life without them. I made the decision to move to Uganda and work as a full-time volunteer teacher in 2017. And it has been the most amazing, rewarding experience of my life. I love my students more than anything! We have grown so, so close. We do everything together - learn, cook, dance, sing, play games, sports, laugh, watch films... laugh some more. We have become family. Many of my students call me "Mum". And I feel so humbled by the love and gratitude they have given me in return. Sometimes I just sit back and marvel over how incredible they are. To give some insight into their character; the kids went home for school break back in April, and when they returned, some had brought gifts for me. One young boy presented me with a beaded bracelet with my name inscribed, which he had spent his OWN money on. Another presented me with a beautiful floor mat which her mum had crafted to thank me for helping her child... I was just blown away by these heartfelt gestures. The generosity. The thoughtfulness. I was not there to seek anything in return, and they have so little... yet they spent what little they had on ME!? That kind of beautiful example of humanity and selflessness truly touches my heart, and even reflecting on it now brings tears to my eyes.

My students are all so bright, so special, so full of potential. Each and every one of them has the capacity to do amazing things. I can see that in all Ugandan children. There is just a lack of opportunity. So many children cannot afford to go to school. Their potential is hindered before they even get a chance to explore it. I want to see them educated, thriving, reaching for their dreams, and creating better lives for themselves and their families. I don't want them limited by their circumstances. I believe we can change that.

I want to be able to help create a better life and brighter future for every Ugandan child, because they truly deserve it. And through my experience working on the ground here, I can see that by far the most powerful way to do that, is to provide children with an education.

Living with my students every single day, and accompanying some to their villages to spend time with their families, I've seen firsthand the struggles they go through, and the problems their families face on a daily basis. I was helping one of my classes write personal essays and asked them to write about a challenge they've had to overcome, or a significant moment/event in their life that has shaped who they are. I knew they had all suffered to varying degrees, having experienced different traumas, losses and hurdles. But what blew me away, was that every single child wrote about a time when they were forced to drop out of school because their families couldn't afford the fees.

EVERY. SINGLE. ONE.

Though the stories varied, at one point every one of them went through a difficult time which prevented them from going to school - whether it was a parent losing their job, having an illness, passing away, or the child themselves being forced to work in order to help their family survive, or at the tender age of 10, 11, 12 years old being the sole provider for their family, they all had experienced it. The stories were all different, but heartbreaking just the same. I knew they all knew struggle, but some of the stories really floored me. Almost any child you encounter in Uganda, with the exception of those from very wealthy families, has gone through the struggle of being "chased from school" as they call it (being sent away until they can return with the fees necessary). Children here don't beg for clothes or toys, the thing they will tell you that they want is an education. They understand the importance of having one. And unfortunately, there are many children all over Uganda that are sitting home RIGHT NOW, praying for the chance to go to school. And in 2018, I think that is unacceptable! With all of the strides and progress we've made as human beings, the fact that there are children sitting home unable to afford an education is a tragedy. I don't believe an education is a luxury, it is a basic human right!

Many people have asked me, "Why Uganda? Why not help children home who need it?" Yes, there are absolutely people struggling with poverty and a multitude of other problems in the U.S., but if you have traveled to a developing country, you know the problems there are very different, and often extremely dire. Luckily, in the U.S., there are many wonderful programs in place to help people in need. It's not nearly as common to find a twelve year old not in school, or a family that has no access to clean water (minus Flint, don't get me started!) or medical care. There are problems everywhere in the world, but there are places like Uganda where there are even fewer solutions, programs in place or people on the ground putting in the work every day to make those changes. I am willing to do that. I WANT to do that. I LOVE it. It is my passion and what I am committed to giving my life to. I believe as human beings we need to have a global mentality. We must see beyond our own problems, our own countries... we shouldn't say "Why worry about that place, I don't live there.", because a problem or injustice for a child living across the globe, should be considered a problem for mankind. We should want this world to be a better place for ALL, not just our own communities or the people we personally know. And we have the power to do something about it! We have the power to make this a better world for all of us!

In Uganda, children often drop out of school, or never even begin, due to their families not being able to afford school fees. The average Ugandan HOUSEHOLD makes \$33 a WEEK. Most people who live in Kampala (the Capital), and other cities make up that number, but those who live in villages, usually make significantly less. With the average number of children per family being 5-6, this makes life extremely difficult for most. It is a constant struggle to provide the necessities: food, shelter and medical care. In the villages, life is all the more difficult, where some walk miles a day just to fetch clean water. Education is something that in the U.S. we often take for granted, but unfortunately, in Uganda, almost all schools charge fees, and more often than not, those fees far exceed a family's spending ability. And so, you find many children simply unable to attend. Often times, families try their best to send their children, but just cannot make ends meet and the children are forced to drop out, or begin working themselves at such young ages in order to save up money to hopefully continue their education one day. Many are trapped in this existence trying to help their families with necessities, and never end up returning.

The children that are fortunate enough to go to school often experience harsh conditions. The education system is not monitored as strictly as in the U.S., and many schools have poor, unsanitary facilities, overcrowded classrooms, and teachers that are often not qualified. And still, they are charged fees which their families can barely afford in order to enroll at such institutions. The common practice in these schools is for children to be lectured to and often discouraged from raising their hands, speaking up, or having an active role in their own education. The practice of caning (striking the child for disobedience) is also common. Because of this, many children are emotionally beaten down, lack self-confidence and lose interest in their education. We can do better! They deserve better!

This is our chance to make a REAL DIFFERENCE for these deserving children! I believe that giving children the opportunity to receive an education is the most powerful way to positively impact not only their lives, but the lives of their families and communities. Children in Uganda are just incredible. So eager, full of potential and so grateful for even the smallest things most of us would take for granted. They understand the value of opportunities and make the most of them. They deserve better, and I am going to build this school and be there every step of the way to ensure it runs exactly how I envision it! I want to give these children more than just a regular school, I want to give them a first-rate FREE education, a clean, safe place to live, healthy food on their plates, access to the arts and sports, opportunities to find their passions, and most importantly, a loving and supportive community. I want to give these children and their families peace of mind that they will never have to worry about school fees again!

I believe this school can change the lives of its students forever and be an integral stepping stone for a better future for thousands of children. Students will be empowered, uplifted, respected, encouraged and be given all the necessary tools and support they need to succeed in life. C.R.E.A.T.E. ACADEMY will be a non-profit institution, where students will never worry of being exploited, charged tuition fees or putting a parent in a position to have to choose between their next meal/seeking medical attention and their child going to school. This innovative and sustainable school will be the first of it's kind for underprivileged children in Uganda, offering the kind of progressive education that few children in the country would ever gain access to. They will not be seen as a number or a name, but as human beings. We will educate, foster creativity, equip them with the tools necessary to progress in life, address their specific needs and help them to find their passions. C.R.E.A.T.E. will be instrumental in giving the children of Uganda the opportunity to achieve their dreams and a better life for all.

I hope you will join us in making it happen!!!

"Weebale"
(Thank You)



Jennifer Kirabo, Founder

SCHOOL VALUES:

Compassion
Respect
Encouragement
Attitude
Teamwork
Empowerment



Compassion - We believe compassion is number one. Being compassionate towards others, understanding that not everyone comes from the same upbringing, or learns the same way we do, is imperative. Our community will be built upon compassion, and doing our best to show that compassion to everyone around us.

Respect - We believe everyone deserves respect. Whether it be teachers, students, staff or the property itself. Treat others the way you would like to be treated!

Encouragement - We believe the way to get the best out of someone is not to point out their faults, but to help them embrace their gifts and strengths, and to encourage them! Even if you fail once, or twice, try again! We believe in finding creative solutions to problems, and supporting one another always. Showing support and offering encouragement are the most productive ways to bring out the best in someone!

Attitude - We believe that a positive outlook can change your life! Even on a bad day, choosing to see the good can make all the difference. We believe in thinking positively, and seeing the best in situations and in others! Having the right attitude will take you far!

Teamwork - We believe we are more than a school, we are a community, a family! We are here to support, encourage and help however we can! By working together, we can accomplish amazing things!

Empowerment - We believe that for an individual to reach their fullest potential, they must not be discouraged, or talked down to. They must be empowered! It is our mission to empower each one of our students with the tools, knowledge and confidence to go out there and follow their dreams! We acknowledge that no two children are alike, and we each have our own unique sets of talents and strengths. We are here to support those, and help children find their voice, passions and encourage them to feel the confidence to explore the possibilities!

SCALING PLAN: PLAN OF ACTION

PHASE 1: Incorporation & Non-profit status (Complete)

C.R.E.A.T.E. Foundation was established in November 2017 in the United States, and received its non-profit status shortly thereafter. We are a government classified 501(c)(3) non-profit organization. All donations are tax-deductible. We also filed necessary paperwork in Uganda to be recognized as a legitimate charity organization.



PHASE 2: Purchase of Land (in process)

We have found the land for our school! We have secured an ideal location that fits all of our criteria in the developing location of Gayaza, about a 30 minute drive from the city of Kampala. The land is perfect for our school, in a very safe area, accessible to shops, hospitals and police. Additional funding is needed to purchase the land.

PHASE 3: Construction

Immediately after the land is purchased, we will begin construction, starting with the most important buildings:

- Classroom block
- Administrative Offices
- Dining Hall / Kitchen
- Medical Centre

Upon completion, and as more funds are raised, we will continue with the following:

- Library
- Soccer/Baseball field
- Main Hall
- Security Post

With the completion of all buildings, water tanks, solar panels, electric wiring and plumbing will be done, as well as constructing a security wall around the perimeter of the school.

PHASE 4: Furniture & Community Beautifying Projects

Upon completion of construction, classrooms will be outfitted with desks, bookshelves, dry erase boards, cubbies, etc. The Dining Hall will have tables/chairs, cooking supplies, trays/cutlery, etc. Dorms will be furnished with bunk beds, proper bedding, study tables/chairs, cubbies, etc. Bathrooms will be finished with functioning toilets, showers, and plumbing. The Medical Centre will be stocked with examination table, chair, desk and all proper medical equipment and supplies.

We will then have the help of volunteers to create a garden, and plant fruits and vegetables, paint the classrooms and dormitories, plant flowers and create stone walkways, and art to beautify the campus.

PHASE 5: Staffing

With the help of our Ugandan colleagues, who have years of experience in school administration, we will hire our staff, which will be comprised 100% of Ugandans, creating opportunity for dozens of jobs, providing fair pay in an excellent work environment.

There will also be opportunities in the future for volunteers interested in donating their time to make a difference.

After all of our staff is hired, we will conduct orientations and team building seminars so that the C.R.E.A.T.E. family will be on the same page and properly trained to carry out our vision.

PHASE 6: Finding our Students

When the school is complete and staffed, we will be ready to find the first class of C.R.E.A.T.E.

Academy! How will we do this? Our team will literally go out into the communities and find children that have dropped out of school after Primary. We will talk to the locals, and find children who have dropped out and help to change their lives! Though we cannot help every child, we will enter children into our database and bring them into the next class if it is possible. We will venture into villages, reach children who have been forgotten, and give them the opportunities they deserve!



PHASE 7: School Begins!

Our goal is to complete all phases and open the doors to C.R.E.A.T.E. Academy in January 2021.

PHASE 8: Expansion

After C.R.E.A.T.E. has run for the first few years, and as more funds are raised, we will expand the school from a day school to boarding. This will allow more children in need from farther distances to receive their education and not be hindered by distance. Most children attend boarding schools in Uganda, and it is our goal to be able to be a fully functioning boarding school by 2026. We will construct dormitories, staff housing, a basketball court, parking lot, guest house, and security quarters.

SCALING PLAN: CORE PROGRAM ELEMENTS

1. **Serve Vulnerable Children:** Create Foundation will identify children in various communities throughout Uganda that have dropped out of school due to poverty. The Foundation will select the most vulnerable children to join our school as students.
2. **Commitment:** Create will commit to schooling each child through the entirety of their secondary schooling career (grades S1-S6). The children will enroll in the Secondary One year, and Create will educate them until their Secondary Six graduation, free of charge.
3. **Quality Education:** Create is committed to providing quality education, through a thoughtfully-planned curriculum by qualified teachers that will motivate, uplift and inspire.
4. **Integrity:** Our mission is to serve the greater good, and make a positive impact in the lives of children who need it most through educating, uplifting and empowering them to the best of our abilities. We are committed to this process and will stand by our core values at all times.
5. **Impact:** Create Foundation is committed to providing children with an education and seeing that process through all the way to graduation. It is our prerogative to ensure that every child enrolled is supported and encouraged every step of the way, and earns academic achievement so that they receive their high school diploma.
6. **Jobs/fair wages:** While most Ugandans make fractions of pennies a day, and many companies started by non-Ugandans take advantage of this and pay less than they could, we are committed to hiring locals for all positions and pay a fair wage so that our workers can support themselves and their families.
7. **Sustainability:** Create will be a largely eco-friendly and sustainable institution. We are determined to make as little of a carbon footprint as possible, by making environmentally friendly and conscious choices when it comes to operating our school. We will run largely on solar power, strategically built classrooms that allow the most possible natural light in, recycle, compost, and grow our own fruits and vegetables. The school will also have several revenue regeneration projects: our fruit & vegetable stand, dance classes for the community, a welding shop, and styling salon/program; all to help offset operating costs and to help the school run as cost-effectively as possible.
8. **Empowerment:** Not only will our school empower students, we will empower our local communities. Our staff will work in partnership with local organizations and advocacy groups to provide the community with the skills they need to create a sustainable business. We will start groups and teach members skills like budgeting, how to conduct meetings, as well as conflict resolution and leadership.
9. **Longevity:** We are committed to empowering children and providing them the life-changing opportunity to go to school. We plan to run this school for generations to come and give thousands of deserving children the education they deserve.

SCALING PLAN: CORE STRATEGY

Our plan for Create Academy, is to not open our doors to a full school, but to gradually add a class each year, so that we can grow gracefully, and work out any issues as we begin to grow larger. The school's inaugural class will be made up of two groups which will begin at the two lowest level classes(S1 and S2) and work their way through each grade level. In year 5, when the oldest class reaches S6, that will be the first year Create will be at its full capacity, and at the end of year will be our first graduating class. This will allow us to grow gradually, start with a smaller budget, smaller staff, and carefully build as we progress. A new class will join each year into S1, and the students will be welcomed into our growing family.

YEAR	S1	S2	S3	S4	S5	S6	Total # of students	Total # of Graduates	Total # of children served
1	25	25	0	0	0	0	50		50
2	25	25	25	0	0	0	75		75
3	25	25	25	25	0	0	100		100
4	25	25	25	25	25	0	125		125
5	25	25	25	25	25	25	150	25	150
6	25	25	25	25	25	25	150	50	175
7	25	25	25	25	25	25	150	75	200
8	25	25	25	25	25	25	150	100	225
9	25	25	25	25	25	25	150	125	250
10	25	25	25	25	25	25	150	150	275
11	25	25	25	25	25	25	150	175	300
12	25	25	25	25	25	25	150	200	325
13	25	25	25	25	25	25	150	225	350
14	25	25	25	25	25	25	150	250	375
15	25	25	25	25	25	25	150	275	400
20	25	25	25	25	25	25	150	400	525
30	25	25	25	25	25	25	150	650	775
50	25	25	25	25	25	25	150	1150	1275

CONSTRUCTION BUDGET

CATEGORY	FACILITY	DIMENSIONS	UGX (Ugandan Shillings) (Includes labor)	USD (3,600 UGX = \$1 USD)
LAND:				
	Land Plot	10 ACRES	77,000,000	\$20,810
ENTRY:				
	Security Post	—	8,000,000	\$2,162
	Wall Surrounding School	Perimeter	48,000,000	\$12,973
BUILDINGS:				
	Classroom Block w/ offices	20 X 25 X 10	125,000,000	\$33,784
	Medical Centre	27 X 30	20,000,000	\$5,405
	Cafeteria	35 X 40	30,000,000	\$8,108
	Main Hall	60 X 50	40,000,000	\$10,811
OUTDOOR FACILITIES:				
	Walkways	TBD	\$15,000,000	\$4,054
	Football Field	100 YARDS X 60 YARDS	30,000,000	\$8,108
	Garden	TBD	\$1,500,000	\$405
OTHER:				
	Water Tanks (2 large)	24,000 LITERS	9,000,000 9,000,000	\$2,432 \$2,432
	Water Pumps	2	3,500,000	\$946
	Solar Panels		42,000,000	\$11,351
	Electric Work		30,000,000	\$8,108
	Plumbing		25,000,000	\$6,757
BY ROOM:				
	Classroom Blocks			
	DESKS	78	15,000,000	\$4,054
KITCHEN				

CATEGORY	FACILITY	DIMENSIONS	UGX (Ugandan Shillings) (Includes labor)	USD (3,600 UGX = \$1 USD)
	STOVES/ REFRIGERATOR/ STORAGE		30,000,000	\$8,108
	DINING TABLES/ CHAIRS	20 tables (8 person per table)	4,000,000	\$1,081
	LUNCH TRAYS	x 250	1,250,000	\$338
	CUPS/CUTLERY	500 cups 500 forks 500 spoons 500 knives	300,000 200,000 200,000 200,000	\$81 \$54 \$54 \$54
	LIBRARY:			
	COMPUTERS	x 25	DONATIONS ONLY	DONATIONS ONLY
	LONG TABLES/ CHAIRS	(for 25 computer stations)	4,000,000	\$1,081
	BOOKSHELVES	X 20	4,000,000	\$1,081
	SCHOOL BOOKS		3,000,000	\$811
	OTHER BOOKS		DONATIONS	DONATIONS
	STUDIO			
	DANCE STUDIO FLOOR/BAR/ MIRROR		5,000,000	\$1,351
	FIELDS:			
	EQUIPMENT		DONATIONS ONLY	DONATIONS ONLY
	MEDICAL CENTRE			
	DESK/CHAIRS		500,000	\$135
	EXAM TABLE		500,000	\$135
	CABINETS/ STORAGE		2,000,000	\$541
	BEDS (2)		1,000,000	\$270

CATEGORY	FACILITY	DIMENSIONS	UGX (Ugandan Shillings) (Includes labor)	USD (3,600 UGX = \$1 USD)
	MEDICAL SUPPLIES		3,000,000	\$811
	BATHROOM · SINK · TOILET		3,000,000	\$811
	MISC			
	LANDSCAPING		5,000,000	\$1,351
	TRASH/ RECYLCING RECEPTACLES		3,000,000	\$811
	LAWN MOWER/ SUPPLIES		5,000,000	\$1,351
	CLEANING SUPPLIES		2,000,000	\$541
TOTAL:				\$161,321

ANNUAL BUDGET (YEARS 1-2)

CATERGORY	MONTHLY COST	# OF PERSONS	TOTAL UGX PER MONTH	X 12	TOTAL per year (IN USD)
UTILITIES					
Water			3,000,000	12,000,000	\$3,243
Electricity (Non-Solar)			3,000,000	12,000,000	\$3,243
Gas			400,000	4,800,000	\$1,297
Internet			1,000,000	12,000,000	\$3,243
TEACHING STAFF					
Teachers	600,000	5	3,000,000	36,000,000	\$9,730
Headmaster	800,000	1	800,000	9,600,000	\$2,595
ADMINISTRATION					
School Director	3,800,000	1	3,800,000	45,600,000	\$12,324
MEDICAL					
Doctor	800,000	1	800,000	9,600,000	\$2,595
Nurse					
Supplies	2,000,000	N/A	2,000,000	24,000,000	\$6,486
CAFETERIA					
Head Cook	500,000	1	500,000	6,000,000	\$1,622
Cooks	300,000	2	600,000	7,200,000	\$1,946
Food	5,000,000	NA	5,000,000	60,000,000	\$16,216
ATHLETICS					
Sports Coaches	300,000	2	600,000	7,200,000	\$1,946
GROUNDS CREW					
Groundskeeper	800,000	1	800,000	9,600,000	\$2,595
Maintenance Workers	200,000	1	400,000	4,800,000	\$1,297
Cleaning Personnel	150,000	2	300,000	3,600,000	\$973
SECURITY					
Head of Security	350,000	1	350,000	4,200,000	\$1,135
Guards	180,000	2	360,000	4,320,000	\$1,168
OTHER SUPPLIES					

CATERGORY	MONTHLY COST	# OF PERSONS	TOTAL UGX PER MONTH	X 12	TOTAL per year (IN USD)
Toiletries	1,000,000	N/A	1,000,000	12,000,000	\$3,243
Cleaning Supplies	1,000,000	N/A	1,000,000	1,000,000	\$3,243
Fuel for School Vehicle	500,000	N/A	500,000	6,000,000	\$1,622
Misc.	2,500,000	N/A	2,500,000	30,000,000	\$8,108
YEARLY SUBTOTAL					\$88,970
SUBTRACTIONS					
Rentals	400,000	N/A	400,000	4,800,000	\$1,297
Community Classes	300,000	N/A	300,000	3,600,000	\$1,297
TOTAL					-\$2,594
YEARLY SUBTOTAL					\$88,970
-SUBTRACTIONS					-\$2,594
YEARLY TOTAL					\$86,376

ANNUAL BUDGET (YEARS 3-4)

CATERGORY	MONTHLY COST	# OF PERSONS	TOTAL UGX PER MONTH	X 12	TOTAL per year (IN USD)
UTILITIES					
Water			3,000,000	12,000,000	\$3,243
Electricity (Non-Solar)			3,000,000	12,000,000	\$3,243
Gas			400,000	4,800,000	\$1,297
Internet			1,000,000	12,000,000	\$3,243
TEACHING STAFF					
Teachers	600,000	8	4,800,000	57,600,000	\$15,568
Headmaster	800,000	1	800,000	9,600,000	\$2,595
ADMINISTRATION					
School Director	3,800,000	1	3,800,000	45,600,000	\$12,324
MEDICAL					
Doctor	800,000	1	800,000	9,600,000	\$2,595
Nurse					
Supplies	2,000,000	N/A	2,000,000	24,000,000	\$6,486
CAFETERIA					
Head Cook	600,000	1	600,000	7,200,000	\$1,946
Cooks	300,000	3	900,000	10,800,000	\$2,919
Food	7,000,000	NA	7,000,000	84,000,000	\$22,703
ATHLETICS					
Sports Coaches	300,000	2	600,000	7,200,000	\$1,946
GROUNDS CREW					
Groundskeeper	800,000	1	800,000	9,600,000	\$2,595
Maintenance Workers	200,000	1	400,000	4,800,000	\$1,297
Cleaning Personnel	150,000	2	300,000	3,600,000	\$973
SECURITY					
Head of Security	350,000	1	350,000	4,200,000	\$1,135
Guards	180,000	2	360,000	4,320,000	\$1,168

CATERGORY	MONTHLY COST	# OF PERSONS	TOTAL UGX PER MONTH	X 12	TOTAL per year (IN USD)
OTHER SUPPLIES					
Toiletries	1,000,000	N/A	1,000,000	12,000,000	\$3,243
Cleaning Supplies	1,000,000	N/A	1,000,000	1,000,000	\$3,243
Fuel for School Vehicle	500,000	N/A	500,000	6,000,000	\$1,622
Misc.	2,500,000	N/A	2,500,000	30,000,000	\$8,108
YEARLY SUBTOTAL					\$103,492
SUBTRACTIONS					
Rentals	400,000	N/A	400,000	4,800,000	\$1,297
Community Classes	300,000	N/A	300,000	3,600,000	\$1,297
Salon School	50,000	30	1,500,000	18,000,000 -4,000,000 (Supplies/ Teachers) 14,000,000	\$3,784
Hair Salon	150,000	N/A	150,000	1,800,000	\$487
Welding Company	4,000,000	N/A	4,000,000	48,000,000	\$12,973
TOTAL					-\$19,838
YEARLY SUBTOTAL					\$103,492
-SUBTRACTIONS					-\$19,838
YEARLY TOTAL					\$83,654

ANNUAL BUDGET (YEARS 5 & BEYOND - WITH BOARDING)

CATERGORY	MONTHLY COST	# OF PERSONS	TOTAL UGX PER MONTH	X 12	TOTAL per year (IN USD)
UTILITIES					
Water			3,000,000	12,000,000	\$3,243
Electricity (Non-Solar)			3,000,000	12,000,000	\$3,243
Gas			400,000	4,800,000	\$1,297
Internet			1,000,000	12,000,000	\$3,243
TEACHING STAFF					
Teachers	600,000	10	6,000,000	72,000,000	\$19,459
Headmaster	800,000	1	800,000	9,600,000	\$2,595
ADMINISTRATION					
School Director	3,800,000	1	3,800,000	45,600,000	\$12,324
MEDICAL					
Doctor	800,000	1	800,000	9,600,000	\$2,595
Nurse					
Supplies	2,000,000	N/A	2,000,000	24,000,000	\$6,486
CAFETERIA					
Head Cook	600,000	1	600,000	7,200,000	\$1,946
Cooks	300,000	4	1,200,000	14,400,000	\$3,892
Food	12,000,000	NA	12,000,000	144,000,000	\$38,919
ATHLETICS					
Sports Coaches	400,000	3	1,200,000	14,400,000	\$3,892
GROUNDS CREW					
Groundskeeper	800,000	1	800,000	9,600,000	\$2,595
Maintenance Workers	200,000	1	400,000	4,800,000	\$1,297
Cleaning Personnel	150,000	2	300,000	3,600,000	\$973
SECURITY					
Head of Security	350,000	1	350,000	4,200,000	\$1,135
Guards	180,000	7	1,260,000	15,120,000	\$4,086

CATERGORY	MONTHLY COST	# OF PERSONS	TOTAL UGX PER MONTH	X 12	TOTAL per year (IN USD)
OTHER SUPPLIES					
Toiletries	1,000,000	N/A	1,000,000	12,000,000	\$3,243
Cleaning Supplies	1,000,000	N/A	1,000,000	1,000,000	\$3,243
Fuel for School Vehicle	500,000	N/A	500,000	6,000,000	\$1,622
Misc.	2,500,000	N/A	2,500,000	30,000,000	\$8,108
YEARLY SUBTOTAL					\$129,436
SUBTRACTIONS					
Rentals	500,000	N/A	500,000	6,000,000	\$1,622
Community Classes	300,000	N/A	300,000	3,600,000	\$1,297
Garden Production	100,000	N/A	100,000	1,200,000	\$324
Salon School	50,000	30	1,500,000	18,000,000 -4,000,000 (supplies/ teachers) 14,000,000	\$3,784
Hair Salon	250,000	N/A	250,000	3,000,000	\$811
Welding Company	6,000,000	N/A	6,000,000	72,000,000	\$19,459
TOTAL					-\$27,297
YEARLY SUBTOTAL					\$129,436
-SUBTRACTIONS					-\$27,297
YEARLY TOTAL					\$102,139

FUNDRAISING STRATEGY

C.R.E.A.T.E. Foundation's fundraising sources include private donations, grants from private foundations, government contracts, and business sponsorship. The program's fundraising coordinator has established a number of contribution options that a supporter can select from.

- **Cash Donation:** Via our website or Paypal, individuals can make cash donations of any value.
- **Gift of Appreciated Stock:** a gift of appreciated stock, bonds, or mutual funds can both support the program and provide cash saving to the donor.
- **Legacy Gifts:** A planned gift in a will, trust, or other estate plan.
- **Corporate Giving and Sponsorship:** Businesses can provide cash or grants. Businesses are also encouraged to participate in the C.R.E.A.T.E. Foundation's fundraising events that take place throughout the year.
- **"Sponsor a Student!" Program:** In addition, upon C.R.E.A.T.E. Academy opening its doors, we will start a unique program that we believe will engage individual supporters and involve them in our process. On our website, we will feature a photo, short description and some fun tidbits about each of our students. For example:

MAUREEN



AGE: 14

CLASS: S3

FAVORITE FOOD: [Matooke](#), [Ice cream](#)

FAVORITE ACTIVITY: [Dancing!](#)

DREAM: ["When I grow up, I want to be a dance teacher! I want to inspire children through creativity. I hope to maybe even have my own studio some day."](#)

[CLICK HERE TO SPONSOR THIS CHILD](#)

Method:

Prospective donors will be able to select a child, and "sponsor" them for a number of terms or even the whole year. By sponsoring, they will be donating a given amount which will equal to the cost of C.R.E.A.T.E. housing, feeding an educating a child per term. The sponsor will then receive updates on the child, and even photos and short videos of the child they are sponsoring. This will establish a relationship between the two, and make the act of charitable giving more personal. Often, people feel disconnected from their donations, or in many cases, don't actually know where the money goes. This unique model will connect donors with the actual children they are helping and put faces to the names. This database will be updated weekly, and people will be able to see who is still in need of being sponsored. This program will help lower our operating costs, and create a real connection between our supporters and what we do.

FUNDRAISING STRATEGY

MANAGEMENT SUMMARY

C.R.E.A.T.E. Foundation's management team will consist of the Board of Directors and the program's Executive Director.

PERSONNEL PLAN:

The following table summarizes our personnel expenditures for the first five years. C.R.E.A.T.E. Foundation strongly believes that funds are best spent on running the school, rather than on personnel. As such, all Board Members will work on a volunteer basis, and the only paid staff will remain the Executive Director, as she will run the school on the ground in Uganda. The rest of the paid staff will be made up of local Ugandans, paid fair wages for their departments.

Personnel Plan	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Executive Director	\$12,324	\$12,324	\$12,324	\$12,324	\$12,324
TOTAL PEOPLE	1	1	1	1	1
TOTAL PAYROLL	\$12,324	\$12,324	\$12,324	\$12,324	\$12,324

REVENUE GENERATION STRATEGY

To increase our chance of success, we believe we must not be 100% reliant on donor funding, but also focus on building supportive business models to implement in the long term.

- **GARDEN PRODUCTION:** As Uganda has the perfect climate for agriculture year-round, it only makes sense to take advantage of this opportunity. On campus, a fruit and vegetable garden will be planted. We will grow a variety of crops found in Uganda - tomatoes, onions, eggplant, dodo (greens), matooke, etc. that we can use not only to feed our students and staff, but to sell. This will not only offset our monthly food costs, but also generate a steady revenue.
- **RENTALS:** The land upon which we will build our school is vast. Separate from C.R.E.A.T.E. Academy, on the outside perimeter of the land, we will construct a small block building comprised of three separate spaces to rent out to local businesses. These are common, and locals often rent out such spaces for food shops, tailors, etc. As we raise more funding, we have the option to expand our land, and with that also comes the option to build more rental properties that can stimulate income.
- **COMMUNITY CLASSES:** We will use our studio space to host community activities and classes (such as dancing, yoga, workouts, etc.) outside of school hours. This will employ local Ugandans, giving them a space to grow their business, while creating a income for themselves, and allowing us to generate additional income for our operating costs.

REVENUE GENERATION STRATEGY & EMPOWERING THE COMMUNITY



- **COMPUTER TRAINING PROGRAMS:** In the evolving world of technology, it is essential for the people of Uganda to keep up. As all industries are digitizing, many Ugandans lack the skills necessary to secure jobs. For a small fee, we will utilize our computer lab to hold typing/digital skills/programming classes on weekends and after school hours for the local community. For a small fee, anyone can enroll in IT classes which will equip them with the skills needed to be successful in the world today.

- **SALON SCHOOL:** For many women in Uganda, it is very difficult to find employment, especially because many are uneducated. When trying to think of inventive solutions to bring in revenue, while also helping the community, we found the perfect solution: Salon School. In evenings, when school is out of session, a Salon School will make use of one of our classroom spaces. Local men and women will study the art of hairstyling, a common and lucrative profession for many in Uganda. Beauty schools traditionally charge upwards of 800,000 UGX per student per year. We will charge less, enabling more individuals to participate. Not only will this school utilize our space, but will help locals create a path to a new career in which they can earn money for their families. Students will learn the art of cosmetology, and earn a diploma in the craft. Once their course is complete, they will be able to go out and start their own businesses or get hired at salons for a fair wage.



- **SALON:** In the area of our land outside of campus, where our shop rentals will be located, we will open a small beauty salon. This salon will provide hair cuts, braiding, grooming and styling to the local community. This salon will also provide some of our Salon School students hands-on learning experience, and possible future job opportunities. This will generate revenue, and also help to empower the students attending Salon School to actively pursue their new careers.

- **WELDING COMPANY:** Being a welder in Uganda can earn one a generous amount of money. Most gates, doors, tables/ chairs and construction work require the work of a welder. However, the country lacks workers with such skills. Welders are rare, and so, costs for any welding/metal work are expensive. Large companies often have to outsource workers from Malaysia, Indonesia, India and Sri-Lanka that are skilled. We will construct a work shed in an area of our land outside of campus, where we will start a welding company. We will hire skilled workers to work for our company and handle jobs for local communities. This business will take time to grow, but the payoff can be huge. This company will also provide invaluable opportunities for people in the community interested in the field. We will hire some locals to work as apprentices under our head welders and learn the skill. This will provide local men and women without jobs an extremely valuable skill that can also turn into permanent work at our company.



ENVIRONMENTAL RESPONSIBILITY

The C.R.E.A.T.E. Foundation is not only committed to creating social change, but to also do our part to reduce our carbon footprint and help save the planet! As such, C.R.E.A.T.E. Academy will be an eco-friendly, largely sustainable institution. This is integral to our ethos, and at the very core of all construction and future plans for the Academy.



SOLAR ENERGY

The buildings of our school will be outfitted with solar panels, and designed with strategically placed windows, which will influx natural light into classrooms and corridors. This will dramatically cut electricity costs, and allow the majority of the school to run without traditional electricity.



GARDENING

Our campus will feature a fruit and vegetable garden, which will help to provide healthy, organic, plant-based meals for our students and staff. We will stay away from offering our students packaged/processed foods. Processed foods require additional packaging, which are typically not biodegradable and add to waste. Our students will also have the opportunity to participate in gardening projects, and become familiar with the cultivating the earth. The school will also have a fruit/vegetable stand where locals can purchase fresh, locally grown produce. The campus will also feature gardens throughout, and encourage respecting, preserving and co-existing with wildlife among us.



RECYCLING

Recycling is rarely practiced in Uganda, and you often find plastic bottles EVERYWHERE because there aren't even proper trash receptacles in most places. Trash is typically not collected, but burned. We believe we can make good use of some of this trash and help to clean up the surrounding environment at the same time! We will collect plastic bottles and fill them with inorganic trash, and use them to wire in to form walls for some of our buildings before cement stucco is applied. This is a technique used in various schools, homes and eco-friendly buildings around the world, and is a very cost-effective and efficient way to build.



LIMITING WASTE

Create Academy will practice recycling, and find creative ways to avoid using plastics. For example: the Cafeteria will not use disposable forks and knives, but metal cutlery. We will also compost, and try to limit solid waste.

NONPROFIT STATUS

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **SEP 26 2018**

THE CREATE FOUNDATION INC
1335 44TH AVENUE N 203
MYRTLE BEACH, SC 29577-0000

Employer Identification Number:
82-3550481
DLN:
26053667004808
Contact Person:
CUSTOMER SERVICE ID# 31954
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
June 30
Public Charity Status:
170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
November 29, 2017
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

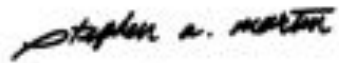
If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

THE CREATE FOUNDATION INC

Sincerely,

A handwritten signature in black ink that reads "Stephen A. Martin". The signature is written in a cursive style with a prominent initial 'S'.

Director, Exempt Organizations
Rulings and Agreements

Letter 947

2018 FINANCIALS

CREATE FOUNDATION ACCOUNTING 2018

	January	February	March	April	May	June	July	August	September	October	November	December	Total
NET ASSETS													100
REVENUE													
Individual Donations	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Contracts	0	0	0	0	0	0	0	0	0	0	0	0	0
Foundation Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
Fundraising Events	0	0	0	0	0	0	0	0	0	1,800.00	0	0	1,800.00
REVENUE SUBTOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,800.00	0.00	0.00	1,800.00
EXPENSES													
Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0
Order of Bank Checks	0	0	0	0	0	0	25.15	0	0	0	0	0	25.15
Business Cards	0	0	0	0	0	0	40.04	0	0	0	0	0	40.04
Website Domain	0	0	0	0	0	0	0	0	0	0	0	0	0
C Suite Mileage	0	0	0	0	0	99.86	0	0	0	0	0	0	99.86
Wife Website Plan	0	0	0	0	101.00	0	0	0	0	0	0	0	101.00
Bank Maintenance Fees	0	0	0	0	0	10.00	10.00	10.00	10.00	10.00	10.00	10.00	70.00
Marketing Website	0	0	0	0	0	0	0	0	0	90.00	104.48	0	194.48
MS Form 990 E2 Fee	0	0	0	0	0	0	0	0	275.00	0	0	0	275.00
Fundraising Activities	0	0	0	0	0	0	0	0	0	0	0	241.14	241.14
EXPENSES TOTAL	0.00	0.00	0.00	0.00	101.00	10.00	15.19	10.00	285.00	100.00	214.48	10.00	1,117.04
TOTAL													11,477.96

“Education is a human right with immense power to transform. On its foundation rest the cornerstones of freedom, democracy and sustainable human development.”

- Kofi Annan

