

Project Name:	Building Tomorrow
Have you applied to Echoing Green before?	No
Where will the project be based?	Indianapolis, Indiana United States
How did you hear about the fellowship?	College or University Connection : The College of William & Mary

What is the breadth of the geographic coverage of your project?

What is the change that you want to see in the world? What is your new idea for driving this change? When and how did you come up with it?

While interning at the UN World Food Programme in 2004, I spent two months studying the effectiveness of the organization's school feeding program in Uganda. Behind the many faces I encountered were stories of poverty and disease headlined by the personal struggles of 11 and 12 year old children heading their family's households. I spent time in class under tree canopies with just some of the 2 million Ugandan children who have been orphaned by AIDS and learned that an education, while inaccessible for 42 million children in sub-Saharan Africa, is the best assurance of a brighter future for some of the world's most vulnerable children. From this experience grew Building Tomorrow (BT), an NGO encouraging philanthropy among U.S. students by engaging them in fundraising for educational infrastructure projects to benefit orphans and vulnerable children (OVCs) in sub-Saharan Africa. This organization is unique in two ways: • it creates one-to-one partnerships between U.S. colleges and sub-Saharan Africa communities, maximizing both fundraising and the initiative's educational impact on American students • by pursuing an "ownership" model for the African schools being built, it insures that they will be both sustainable and high in quality. BT began as a campaign entitled Christmas in Kampala (CIK) at The College of William & Mary in 2004. The goal of CIK was to raise \$10,000 to replace a one room timber structure serving hundreds of OVCs I had visited during my UN internship. In just six weeks, \$45,000 was collected to construct a three-story school which opened in April 2006 and currently serves 350 OVCs. From elementary students in the Bronx to seminary students in the Philippines, students around the world generously offered their support of CIK. BT's vision is to create a scalable model that promises brighter futures by exposing U.S. students to the world of social responsibility and philanthropy while equipping vulnerable children in the Third World with educational opportunities. BT believes that today's youth can be at the forefront of social change through a sustainable program built on solid cross-cultural partnerships.

As specifically as possible, demonstrate the need for your organization. Use statistics and references:

The AIDS pandemic has single-handedly crippled the infrastructure of sub-Saharan African governments. UNICEF and UNAIDS estimate that 42 million children in this region alone are without access to primary education and the majority of the 15 million children who have been orphaned by AIDS receive no schooling. Uganda is the world's youngest country with over 50% of the population under the age of 15, a percentage that the country's Bureau of Statistics believes will continue to rise. Countries such as Uganda have initiated Universal Primary Education (UPE) programs, guaranteeing a free education to every Ugandan child, however the government simply does not have the means to provide children with even a basic classroom. Officials in the Wakiso District of Uganda, home to future BT schools, estimate that 55% of the district's 600,000 children do not have access to education. Furthermore, due to school, uniform and book fees, the expense of transport and unsafe conditions for young girls traveling long distances, the district's Minister of Education estimates the drop-out rate amongst children enrolled in P1 (1st grade) hit a new record of 80% during the 2005-06 school year. UNESCO estimates that the financial hardships incurred as a result of the HIV/AIDS epidemic will add \$950 million to the cost of providing UPE across sub-Saharan Africa by 2015. According to Dr. Peter Piot, the Executive Director of UNAIDS, partnerships encouraging the collaborative efforts of local ministries and development NGOs are what is needed to reach vulnerable populations. By opening doors to new, accessible neighborhood classrooms, BT can help reduce the dropout rate, provide children with the opportunity to receive a valuable education, and be an instrumental partner in building a better tomorrow.

Why have you chosen your specific approach to addressing the need defined above? What is your theory or premise about how to create real and lasting social change that underlies the vision for your organization:

BT believes sustainable social change lies in creating one-to-one relationships that yield social capital as student communities establish and develop long-term connections with the communities they're serving. Most NGOs working in sub-Saharan Africa have turned to mass mailing and internet appeals to increase their donor base. BT sees greater long-term benefits in cultivating the philanthropic power of younger

generations while fostering a culture of social responsibility. This emphasis on grassroots mobilization empowers students to see and believe that they can be at the heart of positive change. Where aid organizations typically hire contractors to design building projects, BT creates opportunities for architecture and engineering students from participating universities to design our schools. Where school children are traditionally referred to clinics for health exams, BT arranges for U.S. medical students to offer basic services at no cost. BT's approach fosters a philanthropic culture among young generations while affording vulnerable children in the Third World life-altering educational opportunities.

Innovation is important to Echoing Green. Explain how your approach to addressing the need defined above is truly innovative or unique. Provide specific examples of innovative activities or strategies that will make your approach more effective than approaches taken by other organizations. (Note that you must also complete the innovation matrix; this matrix will provide you to opportunity to present side-by-side comparisons with other organizations working in your field.)

BT has developed a new model in funding educational infrastructure development. Working with local officials, BT locates communities where at least 300 OVCs are without access to education. In these areas, BT offers a challenge grant equal to 75% of construction and land acquisition costs (est. \$32,000-35,000), with the community providing the remainder through labor, materials and small contributions. An MOU detailing the expectations of all stakeholders is drafted and signed prior to project initiation. By involving all stakeholders, BT ensures long-term sustainability while involving the government in the provision of teachers and operating expenses in accordance with UPE. This differs from the approach NGOs such as World Vision use whereby a school is built on government land and wholly operated by the NGO. By not holding a land title, the NGO could lose control of the building should the land be seized. Furthermore, by shouldering all operational costs, the NGO commits itself for an indefinite amount of time to the financial needs of the school, creating further dependencies that stifle developmental growth. BT believes the community at large is essential in providing an education for the country's youth. Each BT school will be administered by a School Management Committee (SMC), comprised of lay leaders, teachers, parents, government officials and a BT liaison. This body, representing a diverse range of stakeholders in the education field, allows the school to benefit from the technical expertise and insights of a group of individuals committed to educational excellence.

Identify your long term desired outcomes. Describe the activities and/or services that your organization will engage in to deliver these outcomes:

BT's long term goals include: • adding 4-5 participating campuses each program year through 2010 • raising \$250,000 for new schools annually by 2010 • opening a total of 15 schools and providing an education to 5000 students by 2010. To meet these goals, BT will work with currently active campuses to further enhance awareness and fundraising activities while developing relationships with new universities. BT will showcase its scalable model as an attractive hands-on program for students of all ages, striving to practically teach social responsibility, the value of philanthropy and international development, while making a tangible difference in sub-Saharan Africa. BT will continue expanding its partnership with the 250,000 members of Key Club International, the world's largest high school service organization, through a number of various campaigns and initiatives. An intern will be hired in the summer of 2007 to also produce outreach materials that can be used for BT events held at elementary schools nationwide. BT will continue to develop and expand its partnership with the Ugandan Ministry of Education and the Wakiso District to plan for future locations and foster community support for potential schools. This effort will include hiring a full-time Country Director to serve as a liaison between BT, district officials and the School Management Committee (SMC) at each BT school. This past January, 17 undergraduate students and advisors traveled to Uganda with BT on a two week immersion experience that allowed students fundraising for BT to meet the children and see the communities they are working to improve. BT hopes to lead at least three such trips each year to expose the organization's volunteers to the vast need that exists, giving them an impassioned perspective on what it means for a vulnerable child to receive an education. Through these means, BT is confident that the organization will meet the aforementioned goals by the end of 2010.

How will you measure the impact of your work in the communities that you serve?

The impact of BT is directly correlated with the successes of our students and stakeholder involvement. In signing an MOU with the local district and lay leaders, BT enters into a partnership pledging to provide children access to a quality education. Each new school will significantly decrease the number of uneducated kids in the area, but our work doesn't stop there. Each SMC is responsible for monitoring performance indicators including pass rates on the national A level exams, attendance rates, and student retention. BT strives to reach a 65% pass rate on A level exams after three years of each school's operation, a figure higher than the current national average of 58%. Additionally, BT's representative to the SMC will be charged with maintaining ties with select graduated students in an attempt to engage alums in the improvement of curriculum. In the U.S., BT will continue to establish growth targets for each chapter

and the organization at large. As BT continues to grow, it must routinely ask outside evaluators to critically assess the organization's effectiveness in both Uganda and the U.S., highlighting successes and suggesting areas for improvement.

Why you? Why now? How are you uniquely qualified to take on this challenge? What personal or environmental factors are driving you to make this commitment at this time?

During a visit to a school in Kampala, I met a 13-year-old girl named Sambia who told me her story. Wearing a second-hand dress, she stood tall but spoke of being raped by her schoolmaster with her father's consent and threatened with death if she said anything of the abuse to her mother. Her only option was to runaway, and so she did. It didn't take long for me to realize that Sambia's story, unfortunately, isn't an anomaly. Behind each Ugandan child I meet are remarkable stories laced with tragedy and headlined by a thirst for a better tomorrow—a tomorrow my peers can help to build. I believe young people can not only think big, but also possess the ability to empower others. Sambia now has a school she can attend, one that respects her dignity, gives her reason to hope and the desire to succeed. Her education is courtesy of a college community that stepped up, emptied their pockets, and today is joined by several others who want to do even more. Saved on my desk are two notes I received during our initial CIK campaign. The first came from a 4th grader I met at an Indianapolis school that invited me to speak about the effort. She wrote, "thank you for showing me that even I can make a difference." Next to that note is one I received from a 90 year old man that reads, "despite a bad back, a bad heart, bad lungs and bad knees, I still have an eye for people doing good. Keep it up." Today's youth have the chance to change the world, and people young and old realize that. I have succeeded in leading CIK, I have motivated 10 colleges and 250,000 high school students to embrace the idea that our generation belongs at the forefront of positive change and I believe with my youthful energy and vision I can mobilize my peers to make a difference through BT.

Describe your experience with the proposed constituency or community. Describe your experience in providing the proposed services and/or working within the program area.

"Hello, madam!" As an intern for WFP, I knew Africa would spring the unexpected upon me. This greeting from 50 orphans who only had females as teachers and had never touched a Caucasian caught me way off guard. However, one funny greeting during my initial visit in July 2004 evolved into six return visits to Uganda and actively engaging in serious dialogues with officials from the US Embassy, the Ugandan Ministry of Education and children who currently have no access to education. I have spent countless hours with the teachers and students at our first school reflecting on their successes and shortcomings. With BT's country director, I have driven hundreds of miles on back roads, through villages large and small, meeting children and parents, encouraged each visit by the opportunity BT has to change lives for the better. One such life is that of a young man named Julius. Unable to pay school fees, Julius and his brothers regretfully began baking bricks in the rural hills of the Wakiso District just to sustain themselves. They still remember walking out of school the last day of the fall term, knowing they had no money to come back. Four years later, BT will not only give Julius and his brothers several thousand Ugandan shillings worth of business, but more importantly, the chance to get a free education in classrooms built with their bricks.

On the organizational budget form you have identified the financial resources that you have secured to date as well as the resources you estimate you will need to build and run your organization over the next two years. For most applicants, there will be a gap between resources currently on hand and resources required. As specifically as possible, explain how you plan to close that gap for your organization.

BT was started in September 2005 with the support of the inaugural William E. Simon Fellowship for Noble Purpose, an unrestricted cash grant of \$40,000. This funding supported the administrative expenses of BT through September of 2006. An original supporter of the Christmas in Kampala campaign in 2004 gave BT a \$30,000 unrestricted cash gift in August of 2006 to cover administrative expenses through February 1, 2007. A total of \$50,000 has been pledged to BT for the next two fiscal years in the form of challenge grants made to the organization. BT is working through its Board of Directors on identifying methods and individuals to approach for individual donor support to match this generous gift. The organization hopes to solicit \$70,000 from such donors over the next two fiscal years. As introducing youth to philanthropy is at the heart of BT's work, several grant applications to foundations supporting the cultivation of giving among younger generations will be submitted in the coming months. The organization is hopeful of securing a total of \$55,000 through the next two fiscal years from existing programs at private foundations both within the United States and abroad whose missions focus on promoting a philanthropic culture among young people. BT has secured several in-kind contributions including rent, utilities and legal services through local firms. BT will continue fostering relationships with a broader network of local individuals and businesses to enlist additional in-kind support.

Describe the major challenges and obstacles that you anticipate for this organization and how you will overcome them.

One of the challenges inherent in working with students at educational institutions nationwide is the long-term health of a BT chapter. While BT has the support of thousands of students, it is still a young and developing organization. Each year, the leadership of a chapter changes, making consistency hard to achieve. BT must be forward thinking, helping students realize the importance of institutionalizing their efforts to sustain social change. BT will seek to foster dialogue between student chapters and respective school administrators to support such efforts. In the first two months of 2007, five new universities have contacted BT with the hopes of initiating a new chapter. With at least one campus visit or fundraising trip planned for each week through the end of April, I am personally stretched thin and worry about the ability to meet the demand BT is experiencing. To combat this in a cost-efficient manner, BT will be hiring two summer interns to not only give students at universities participating in BT a first-hand experience in working with the organization, but to also work on projects and tasks that I cannot currently complete. In Uganda, BT is challenging the status quo by implementing a model that calls upon all stakeholders in the education of vulnerable children to take an active part in future schools. Involvement from all parties is critical to the initiative's success and by employing a full-time in-country director (currently a part-time position), BT can better position itself to ensure stakeholder commitment. As with any work in a Third World country, BT must take preventative measures to guard against corruption, mismanagement and construction inefficiencies.

**Echoing Green Fellowship 2007
Phase 2 Application
Budget Form - Individual Fellowship**

Project Name: Building Tomorrow, Inc.

Revenues and Expenses for Two Project Years: September 1, 2007 - August 31, 2009

	2007-2008	2008-2009		2007-2008	2008-2009
Revenues			Expenses		
Committed Revenues			Salaries (be specific)		
Individual Donor (Anonymous Gift)	\$ 25,000	\$ 25,000	Executive Director–USA	XXXX	XXXX
Local Support & Gifts	\$ 5,000		Assistant Director–USA	XXXX	XXXX
			Country Director–Uganda	XXXX	XXXX
			Summer Intern Stipend (2)	XXXX	XXXX
			EG Provided Health Benefits	\$3,960	XXXX
			Other Benefits	\$3,500	\$3,500
			Payroll Taxes	\$5,355	\$5,661
Total Committed Revenue	\$ 30,000	\$ 25,000	Total Salaries & Benefits	\$93,315	\$98,121
Committed in-kind support			Professional Services		
(list type of support and sources)			Rent	\$0	\$0
Office Rent	\$ 8,000	\$ 8,000	Utilities	\$0	\$0
Utilities	\$ 1,000	\$ 1,000	Telephone/Communications	\$2,000	\$2,000
Legal Services	\$ 5,000	\$ 5,000	Insurance		
			Furniture & Supplies	\$1,500	\$1,500
			Equipment	\$3,500	\$3,500
Total In Kind	\$ 14,000	\$ 14,000	Travel	\$12,000	\$12,000
			Meals/Entertainment	\$500	\$500
Projected Revenue			Other (specify)		
<i>Echoing Green Fellowship</i>	\$ 30,000	\$ 30,000	Website Development	\$500	\$500
Individual Support	\$ 30,000	\$ 30,000	Printing Costs	\$1,000	\$1,000
Anonymous Foundation	\$ 40,000	\$ 40,000	BT-Uganda Operating Costs	\$3,600	\$4,000
			Total Services	\$24,600	\$25,000
			In Kind Services		
			Rent	\$8,000	\$8,000
			Utilities	\$1,000	\$1,000
Total Projected Revenue	\$ 100,000	\$ 100,000	Legal Services	\$5,000	\$5,000
			PR/Marketing	\$5,000	\$5,000
Projected In Kind Support					
(list type of support and sources)					
EG Provided Health Benefits	\$ 3,960	\$ 3,960			
PR/Marketing Services	\$ 5,000	\$ 5,000			
Total Projected In Kind	\$ 8,960	\$ 8,960	Total In Kind Services	\$19,000	\$19,000
Total Revenue	\$ 152,960	\$ 147,960	Total Expenses	\$136,915	\$142,121