



2021

REPORT

*“ I am unstoppable,
we are unstoppable ”*



CONTENTS



CEO's Report	2
Why Edulution	6
About Edulution	8
Learning Platform	9
Technology Platform	10
Human Development	12
Technology Update	14
Measuring our Programme	15
Country Update Zambia	16
Country Update Namibia	18
Country Update South Africa	20
Finance	22
Partnerships	24
Gratitude	26

CEO'S REPORT

A year of challenges, expansion and new opportunities

The Edulution project is challenging enough under normal circumstances, and with a second year of the pandemic facing us, we found ourselves solving problems we could never have imagined. We were stretched individually and as an organisation, with the pandemic also taking its financial toll. But our belief in our mission, our ability to adapt, the strength of our shared values and the support of our sponsors and partners enabled us to navigate the pandemic well and we are set for a positive trajectory in 2022.

Despite all the uncertainty and challenges in 2021, we still managed to expand into South Africa as planned. We also won the backing of two very credible foundations, an independent evaluation confirmed how effective our model is, and we secured funding from the South African government's Jobs Fund. This has the potential to be a strategic game changer.

The impact of the pandemic on primary school education has been massive, the gap has grown wider and the poorer communities whom we serve are the most impacted. The need for solutions like Edulution's 'Catch-Up' Programme has never been greater.

By the end of 2022 we will be reaching 19,000 children in three different countries; a huge achievement but there is still a lot more work to be done.

We believe that our 'road tested' model has the potential to be a part of a much larger solution to an increasingly desperate problem. We know that collaboration is key and welcome approaches from anyone willing to be part of the solution.

2021 SA EXPANSION

A lot of work was done in 2020 to prepare for our expansion into South Africa, and we are happy to report we successfully opened 14 Centres in KwaZulu-Natal, in partnership with the Department of Basic Education (DBE) and the Sešego Foundation. This was a considerable feat, given the challenges of the pandemic and the complex regulatory environment in the country.

Encouraged by this success, we are expanding into Mpumalanga province in South Africa's north-east, opening a further 14 Centres in 2022. By the end of the year, we will reach 7,500 Learners from rural and marginalised areas in South Africa and have over 19,000 active Learners on the platform across our operating countries.

GROWING FAMILY OF FUNDERS

In 2021 we were delighted to sign on two very well-regarded international funders. UBS Optimus Fund (Switzerland) agreed to provide debt equity funding and the Michael & Susan Dell Foundation signed on to outcome funding for our SA pilot. A large amount of due diligence is undertaken in the process and the fact that two prestigious funders chose us is, I believe, testament to the compelling and innovative model we have, the



Alone I cannot, only together we can

It is heart-warming being part of an incredible team that works together with our funding and government partners to make what we do happen.



data analytics behind it and the committed and talented team driving it. We warmly welcome UBS OF and the Michael & Susan Dell Foundation to our Tribe.

PUBLIC SECTOR FUNDING AND ENGAGEMENT

We are excited to report that we have secured our first ever public sector funding in partnership with the Sešego Foundation. The Jobs Fund is South Africa's premier government funder that is financed by national treasury, and we are delighted to have them on board. Their drawcard is the youth development and employment creation for our coaches. Having quality public partners over a long-term

period is a huge strategic puzzle piece for us and this has the potential to be a real game changer.

We are also appreciative of the support at all levels from the ministries of education in the countries we operate in. Our relationships are formally defined in MOUs and MOAs, but it's the support and backing of head teachers and staff at the schools we operate at which is so important. Without this, the Edulution model simply would not work. According to a recent survey, more than 98% of headmasters would recommend Edulution to another school.

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One of our values is:
*I am unstoppable,
we are unstoppable*

We've navigated the pandemic well and are well set for the future.





“ *When they succeed, we succeed.* ”

When our Learners succeed then our Coaches and the teams that support them succeed too.



LOOKING AHEAD TO 2022

By the end of 2022 we will have more than 19,000 active Learners a month on our platform, each doing 10 to 14 hours a month on our numeracy ‘Catch Up’ courses in Zambia, Namibia, and South Africa. We will have 70 Centres operating in 10 clusters in marginalised areas including inner city townships, remote rural areas, and a refugee camp in western Zambia. Our Centres are spread over 7,000 kms! We will have 170 Coaches employed, most of whom were previously unemployed youth, now earning a living based on the activity, progress, and performance of their Learners. The fact we can do this is testament to the scalability of our model and the competence and commitment of the entire team.

INDEPENDENT EVALUATION SHOWS WE ARE EFFECTIVE

An independent research paper was published in 2021 by SNBI (The Swiss Innovation Network based at Basel University) which evaluated the Edulution Learners’ performance in the 2020 national Grade 7 exams in Zambia. The results were very encouraging: a 23-percentile rank shift in performance was observed for maths. What surprised us (in a good way) was how much the performance in other non-maths subjects also improved, indicating that the impacts of the Programme go far beyond our core focus on maths.

THE NEED FOR SOLUTIONS LIKE EDULUTION HAS NEVER BEEN GREATER

The effects of the pandemic have been felt everywhere in far-reaching ways. The impacts on education have been significant, and its effects will be long lasting. A large proportion of Learners in the bottom 80% of society (which is our target market) were already several years behind their grade level before the pandemic, and that gap has now widened considerably.

So the need for solutions like Edulution’s ‘Catch-Up’ Programme has never been greater. Our six years working in diverse and challenging environments, the maturation of our proven effective and scalable model, a growing family of credible funders and increasingly strong relationships with governments, some of whom are beginning to fund us, puts us in a credible position to be part of the solution to this very dire but unfortunately expanding need.

As we contemplate larger scale, it’s clear that funding is a prerequisite - both in the form of outcome funding as well as investment funding so that we can codify, simplify, and package what we do so that one day millions may use the model. If you are interested in supporting the Edulution Tribe, please reach out to partners@edulution.org.

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We are the Change Tribe.

The past need not be an indicator of our future.

”



WHY EDULUTION

Sub-Saharan Africa (SSA) is the region most affected by the Global Learning Crisis. For the last decade, SSA has had the highest rates of children failing to learn and falling behind.

The pandemic further exacerbated the situation as 20% of children aged 6 to 11 were out of school in 2021. Combined with frequent school closures, UNICEF estimated that children in SSA lost 54% in learning time¹ which has especially affected children from the most vulnerable communities. In March 2022, Edulution measured that 90% of the 15,000 Learners in South Africa, Zambia and Namibia are more than one year behind, and two-thirds are more than two years behind their grade level². Current learning losses on future learning are so significant that learning recovery trajectory interventions are essential to close the learning gap.

Stakeholders and educators must recognise that "schooling as usual" will not address the lost time - resources must be invested in specialised and experienced interventions, such as the Edulution Programme.

The Programme is specifically designed to help Learners catch up – each Learner works at their own pace, filling in gaps in their knowledge and mastering essential numeracy and literacy skills. Our Programme was designed to serve the under-served and can operate in the remotest areas, ensuring it is an all-inclusive solution focused on solving learning gaps for primary school children everywhere. Edulution has never been more relevant or more needed.

An additional benefit of the Programme is the creation of coaching jobs for unemployed youth, enabling social and economic growth opportunities for these young adults and their communities, as well as promoting enthusiasm for entrepreneurship and teaching jobs in the SSA region.

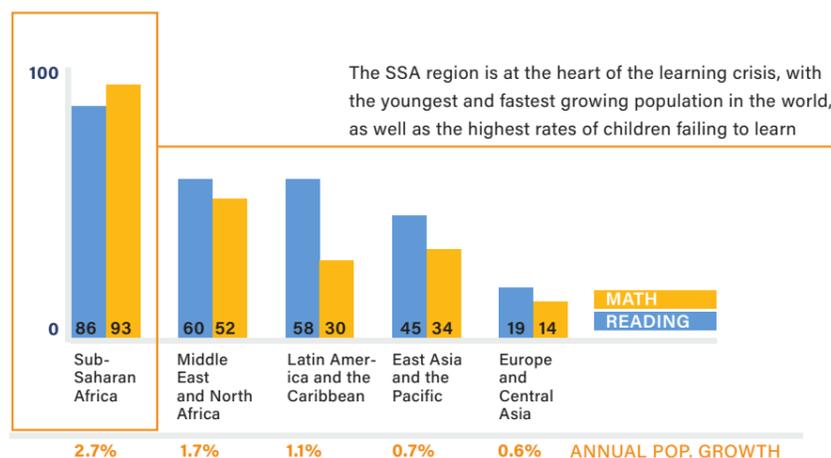
Our Vision is audacious but achievable: to transform how Africa's children learn, and so doing, change their educational outcomes and economic futures. We're playing our role in making this happen enabled by our funders and a dedicated team. Our Change Tribe is transforming the lives of young Learners, building careers for our Coaches, and building a compelling vision of how e-learning can integrate into schools to accelerate learning. 



More than 90% of our Learners begin with us a year or more behind their grade level

WE FACE A GLOBAL LEARNING CRISIS, THAT IS MOST SEVERE IN THE SSA REGION

Median percentage of students in late primary school scoring below minimum proficiency level



Source: World Bank, World Development Report 2016: Learning to Realize, Education's Promise

¹ Christine Muhigana, UNICEF South Africa Representative, 21 July 2021

² Based on March 2021 Edulution Qliksense Data

ABOUT EDULUTION

Guided by our vision, Edulution provides numeracy 'Catch Up' Programme to primary school Learners at Edulution Centres that operate within local public schools.

Using a combination of technology, world-class content, face-to-face coaching, and a continuous performance measurement system, Edulution's Programme enables Learners to gain core numeracy and ICT skills. The model requires active engagement, self-paced learning, and concept mastery. Learners are guided and supported by economically incentivised Coaches who facilitate peer-to-peer learning.

A large proportion of Learners in schools are several years behind their grade level, and this limits the effectiveness

of the curriculum taught by their teachers. The problem compounds year on year as Learners struggle more and more with increasingly advanced content beyond their abilities. Eventually, increasing numbers of Learners drop out, limiting economic prospects for themselves and the country. The Edulution Programme puts the Learner back on track and back into the system.

Highly effective digital educational solutions have emerged in the last decade. However scalable, affordable, and rapidly impactful solutions are rare in practice. Technology alone is insufficient - only when deployed in partnership with government and local stakeholders, and delivered by committed personnel, can the educational outcomes of Learners truly be transformed. This is Edulution's mission. 

ZAMBIA



34 CENTRES

77

COACHES

34

FEMALE

43

MALES

8500

LEARNERS

NAMIBIA



13 CENTRES

29

COACHES

19

FEMALE

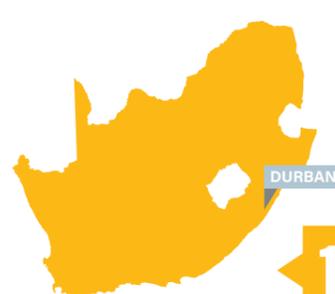
13

MALES

3200

LEARNERS

SOUTH AFRICA



14 CENTRES

32

COACHES

19

FEMALE

13

MALES

3600

LEARNERS

LEARNING PLATFORM

The Edulution Programme changes the learning outcomes of young learners in vulnerable communities using a combination of technology, engaging content, live information and enterprising coaches are trained to create a fun and supported environment.

This combination of elements is the Edulution Learning Platform. It can operate in urban and rural areas and is not restricted by access to electricity or the Internet.

The Edulution Programme is delivered in a learning session that takes place in groups of approximately 30-40 learners for a period of 1.5 to 2 hours, twice a week, during or after the school day. The presence of coaches facilitates effective learning and importantly encourages peer-to-peer learning. Learners use tablets to do exercises and watch videos that are closely aligned to the national curriculum, working at their own pace to achieve mastery (pass mark is 75% or above) before moving to the next level. Assessments help to place the learner at the correct level and live information dashboards allow coaches to optimize learning outcomes by monitoring Key Performance Measurables such as Learner contact, retention and outcomes.

Coaches are critical to the success of the Edulution Programme and to assist them they are supported by a Programme Management team that ensures they are motivated, guided; equipped and trained to deliver a quality learning experience that effectively harnesses all the elements of the Edulution Learning Platform. Importantly our coaches are selected from the local communities where the learning sessions occur, thereby strengthening the relationships and buy in of teachers, parents and surrounding community. 



138
COACHES
SERVING
15,300
LEARNERS

EDULUTION LEARNING PLATFORM

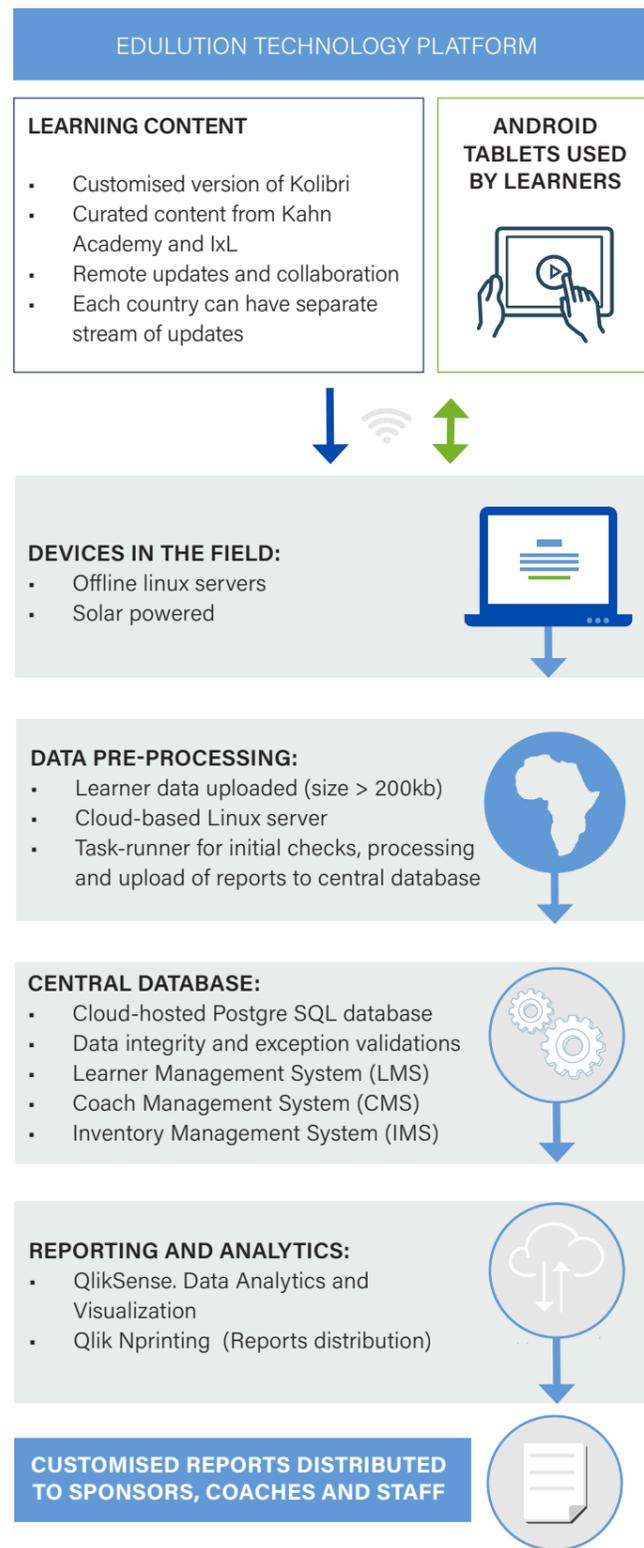


PROGRAMME - KEY PERFORMANCE MEASURABLES

Key performance measurables (KPM's) have been set to guide the coaches actions so that the maximum learning opportunity can be created for the learners attending the Edulution Programme. These KPM's are identified to the right:

LEARNERS	250-300 Learners per centre
CONTACT	8 - 16 Hours per month
RETENTION	80% average monthly attendance
OUTCOMES	60% Improvements in course assessments

TECHNOLOGY PLATFORM



The Technology Platform at Edulution equips and empowers the coaches and HUB staff with the tools and insights they need to effectively deliver, monitor and report on the Edulution learning Programme.

In 2020, Edulution's learning content software was migrated from Khan Academy Lite to Kolibri - a bespoke offline and online content agnostic learning platform. The upgrade provides numerous benefits.

- It allows for the development of customized learning channels such as a Coach Professional Development channel. Digitised instructional videos, reading materials and assessments were used to enable coaches to continue learning during lockdown.
- It streamlines the onboarding process for new coaches.
- It allows for the effective dissemination of information such as software updates.
- It provides reporting to help the Programme Management team monitor the activity of the coaches on the online training platform. These reports were repurposed and are now used to help identify problem areas that learners face.
- It confirms that our learning platform can be used for any content aimed at a specific audience, such as adult vocational training. 📌



HUMAN DEVELOPMENT

On the surface Edulution may appear to be an e-learning ed-tech focused on numeracy but at heart we are a human development organisation unlocking capacity in both Coach and our Learners.

Edulution Coaches are key to delivering our solution and driving learning outcomes. They are assigned considerable responsibility and are expected to act autonomously, effectively, and ethically in performing their duties whether running sessions, engaging with local stakeholders, or problem-solving technology or operational issues with their peers. Our Coaches' success in fulfilling these expectations reflects (a) the deliberate and demanding recruitment process, and (b) our investment in and delivery of a bespoke skills curriculum provided at regular intervals during their career journey with us.

2021 was a year of rapid growth that tested our capacity to scale our team without compromising on quality. In February we sourced and trained 32 Coaches for our 14 new South Africa Centres in KwaZulu-Natal. Our criteria are highly selective, and the recruitment process is rigorous: from over 230 applications we invited 45 individuals to our all-day selection workshop. This gamified process is designed to reveal the character

of applicants as we assess their attitude, confidence, verbal communication, teamwork, problem solving, creativity, patience and energy. In December 2021 we began the process of recruiting for 14 new Centres in Mpumalanga, in South Africa's rural north-east. We are delighted to announce we have 32 new Coaches ready for deployment and itching to take our work into this new province.

Our training curriculum is entirely bespoke, made up of content created by our Human Development team. Throughout 2021, our 138 Coaches averaged 20 training modules each. Edulution digitised the in-person training modules, so that Coaches can update their skills or conduct peer-group refresher training at any time.

Looking ahead to 2022, there is much work to be done. We need to invest more energy digitising training assets and developing more mini-trainings to address specific themes and skills deficits as revealed through the in-field quality assurance process. We also need to keep measuring and developing our internal culture as rapid growth creates the risk of detachment from the central values that keep us aligned. We will keep working hard together for the benefit of our Learners. 📍



At heart we are a human development organisation unlocking capacity in both Coach, and our Learners.



COACH STORY

My journey as an Edulution Coach started on 25 August 2019 when I joined Edulution as an Assistant Coach. I love working with the different learners. The support and training from Edulution really motivated me to work hard and strive to become a better Coach. I graduated as a Bronze Coach in February 2020 - an exciting moment because it meant that all my hard work paid off. In 2021, I graduated as Silver Coach, which means that I oversee 5 centres and 10 Coaches. It meant a lot more responsibility, however, I was very ready to take on any challenge. My confidence in this past 2.5 years has grown immensely. Edulution really does change our lives as youth.

AGNES WARNER, NAMIBIA



TECHNOLOGY UPDATE

The Technology Platform at Edulution takes a Learner on a journey to mastery and equipping our Coaches and Programme managers with the tools and insights to effectively deliver, monitor and report on their progress. It also provides insightful analytics to all our stakeholders, and data which our Coach remuneration model and outcome funding also use. In 2021 there were several exciting developments to our platform:

REVAMP OF OUR NUMERACY COURSES

Collaborating with the highly regarded mathematics consultancy Brombacher & Associates, our numeracy courses, assessments and monitoring & evaluation processes were re-designed. The new courses take the Learner on a well-paced journey through a series of exercises, videos and 'testlets' arranged into levels and sections. The courses are hosted on our offline, content-agnostic learning management system (a customised version of Kolibri) which manages the Learner journey and provides insightful live reporting to the Coaches facilitating the sessions which it later summarises and sends for deeper analysis in our central database. Brombacher also developed independent evaluation assessments, which were adapted for use with our offline assessment tool and went live in August 2021.

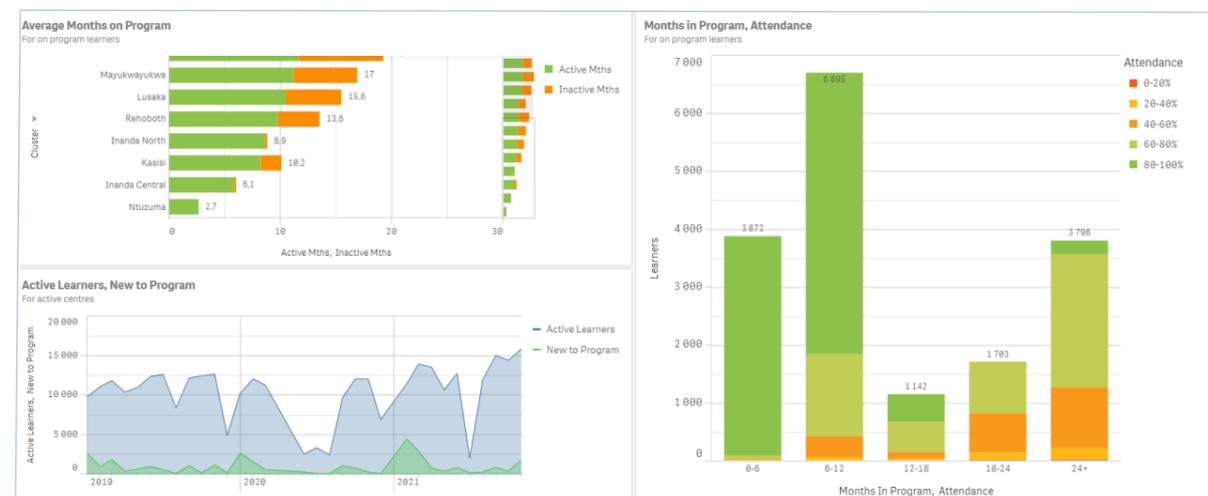
UPGRADE TO COACH REMUNERATION MODEL

Our Coach remuneration model is now based on a hybrid of Learner activity, retention and learning outcomes. We have learnt that these factors represent the key ingredients for learning effectiveness, hence the decision to align the economic incentives of the model to them. The new software has been developed and is going live for Coaches in April 2022 and will later be offered to our outcome funders.

IMPROVEMENTS IN DATA ANALYTICS & REPORTING

We made considerable enhancements to our QlikSense dashboards to cater for the above. These filterable dashboards provide our Coaches, sponsors, and Programme Managers insights of many key metrics and KPI's we manage.

We also developed a "star rating" algorithm which summarises in a single number multiple KPI's for both a Learner and a Centre. "grade difference" was also introduced, which measures the gap in years between the grade level of a course and the actual grade of the Learner. We've also integrated this key strategic KPI into the Coach remuneration model. 



MEASURING OUR PROGRAMME

We are obsessed with data! Each month our systems automatically gather and analyse a huge amount of data on our Learners. Independent evaluations and surveys then back this data up. We also assess our strategic partnerships, another critical factor for success.

In the table below we list the main measures, a brief description, and a summary on 2021 highlights & 2022 strategic outlook. The Country Updates provide more specific detail.

In 2022 we are introducing a new KPI of 'years (or grade levels) caught up in the year'. Independent research shows Learners have lost an average of one year of learning due to the pandemic so we have developed this KPI in response and it will be a strategic metric moving forward. 



MEASURING OUR PROGRAMME		
KPI	WHAT WE MEASURE	2021 REVIEW & 2022 OUTLOOK
Learner Contact	How much contact time we have with our Learners relative to targets	70% of target due to pandemic related reasons e.g. schools closed or attendance limited. Expected to return to near normal in 2022
"Learner Retention (regular attendance)"	How regularly the Learner attends; both short term and long term. Expressed as a score versus target	Regular attendance at 66% versus target, pandemic related issues particularly in Namibia (NA). SA performed best. Improvements expected in 2022
Learner Outcomes	The improvement between the initial and final assessment on a course	Learners are showing an average rate of improvement of 61% in course assessments. 'Years caught up' being introduced in 2022
External Evaluation	Independently conducted evaluations to assess the Edulution programme	Zambia showed a 23 percentile rank shift. Baseline independent evaluations conducted in SA and NA in Q321
Surveys	Coach satisfaction and school satisfaction survey's	Survey's positive in SA and ZM. NA morale took a hit; this country most impacted by the pandemic
Strategic Partnerships	An internal assessment of the status & trajectory with partners & governments	MOU's or MOA's with ministries in SA and ZM. Working toward the same in NA. Public sector funding won in SA



COUNTRY UPDATE ZAMBIA

2021 OVERVIEW: In Zambia, the pandemic posed a major challenge in 2020 and 2021 due to the frequent school closures. These closures caused discontinuity and resulted in less contact time, and the ability for Learners to attend regularly which hampered outcomes throughout the year.

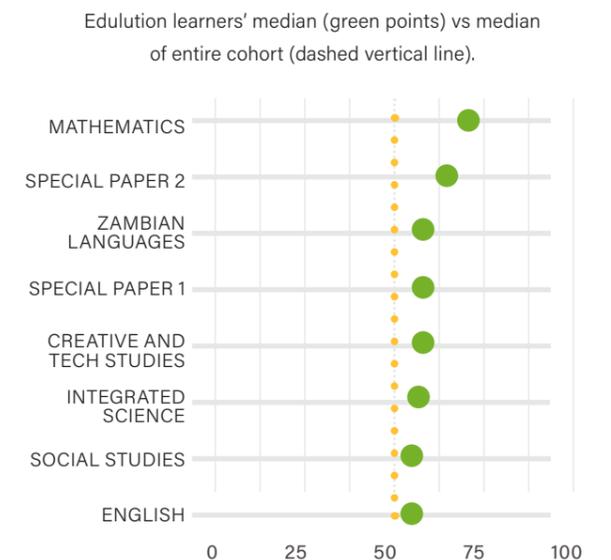
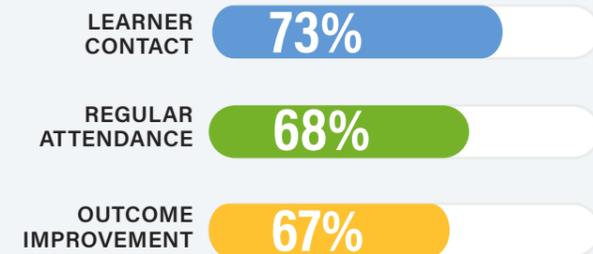
CONTACT AND ATTENDANCE: Edulution operated 34 Centres in Zambia in 2021, but due to school closures these were only operational for nine and a half months of the academic year. The contact score for the year was 73% of the target and the 'regular attendance' score was 68%. However, despite these challenges, Edulution Zambia Coaches got close to their targets in the non-pandemic affected months and utilised the downtime to revise their training courses. The Coaches managed to deliver a total of 851,000 hours of learning to 8,266 Learners across Zambia.

OUTCOMES (GRADE 4 TO 6): We recorded an average rate of 68% outcome improvement in our courses. This positive result should however not mask the fact the impact the pandemic has had over the last two years

– our Zambian Learners are now working on courses that are on average 1.8 years behind their grade level. This means that although the Programme is effective in progressing Learners forward, the starting point of the Learner coming into the Programme is now further back than ever; meaning our 'Catch Up' Programme has a much wider gap to fill.

OUTCOMES (GRADE 7): Considering the challenges faced in 2021, the Grade 7 Programme performed well. Learners managed to go through all 14 of the Grade 7 topic revisions and write three national exam mocks prior to writing their end of year official examination. We are looking forward to seeing how well they perform in 2022; if the last independent evaluation is an indicator (see below), we are hopeful this will also be positive.

STRATEGIC PARTNERSHIPS: We recognise that Strategic Partnerships are key to success. We were delighted to sign an MOU with the Zambian Directorate of Open and Distance Education (DODE). At the signing the Permanent Secretary said the great results of the Edulution Learners in the Grade 7 national exams are



directly attributable to work being done by Edulution. He also unreservedly endorsed the program and prayed that it could be rolled out to more schools in other parts of the country. It's also worth noting that our Programme is now officially recognised by the District Education Board Secretary (DEBS) whom we work closely with in all the districts our Centres operate.

EXTERNAL EVALUATION SNBI: An independent research paper was produced by SNBI (Swiss Educational Innovation Network) who evaluated the impact of Edulution's Programme using 2020 mathematics scores in Zambia's national end-of-year Grade 7 exam. The analysis compared 2020 Learners on the Edulution Programme with the entire 2020 cohort of Learners from the regions in which Edulution operates. The results were very encouraging: a 23-percentile rank shift (2019: 19-percentile rank shift) in performance was observed for maths. What surprised us (in a good way) was how much the performance in other non-maths subjects also improved, indicating that the impacts of the Programme go far beyond our core focus on maths.

LOOKING AHEAD TO 2022:

- Edulution Zambia will focus on four goals:
1. Bedding down the upgraded courses that were introduced in September 2021
 2. Introduce and then focus on the 'grade difference' KPI with 'years caught up' becoming our major outcome metric
 3. Facilitate Grade 7 learning on on their revision Programme to prepare them for their end-of-year Grade 7 national exams
 4. To explore and develop opportunities with the Zambian education ministry, in particular the Directorate of Distance Education (DODE)



COUNTRY UPDATE NAMIBIA

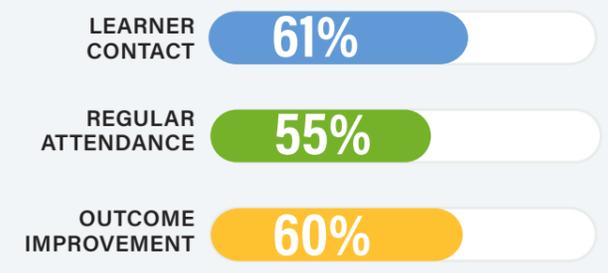
SYSTEMIC IMPACTS: Out of all the countries Edulution operates in, Namibia has been the most impacted by the pandemic. The contact with the Learners was heavily affected, only 61% of target was achieved. To compound on this, due to rotational schedules and sporadic school closures regular attendance of learners was also poor with only 55% of target reached. These factors have persisted for the last two years in Namibia and has had a large impact on the efficacy of the Edulution Programme.

Edulution began with the opening of 10 Centres in Namibia during 2019. The pandemic delayed the launch of four Centres in the rural towns Rehoboth and Groot Aub until August 2020. The baseline independent evaluation was also delayed from March 2020 to September 2021.

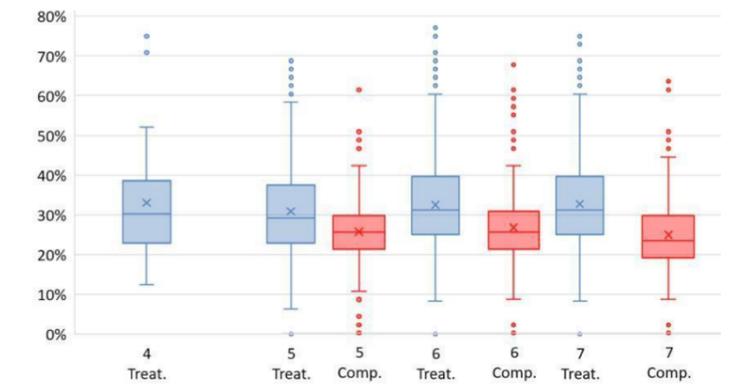
2021 was a difficult year for the Namibia Tribe. The year started with high expectations of a return to 'normal' but the pandemic continued to affect school attendance. The average Hours/Learner/Month of 9.6 versus a target of 16 impacted Coach earnings. The Coach Satisfaction rating dropped to 60% because of the frustration felt by Coaches who had little control over school schedules.

PANDEMIC RESPONSE: Edulution has upgraded its courses which ensures more frequent tests covering smaller sections of content that will allow the Learner's to be more closely monitored and supported. The new courses also assess the grade difference between the grade level of the course the Learner is working on with their actual grade level – by doing so we will be able to assess moving forward how many years (or grade levels) we have caught up. Post pandemic, this is now the paramount outcome KPI we will be tracking.

STRATEGIC PARTNERSHIPS: The renewed commitment and support of the Ministry of Education Sports & Culture is encouraging. Edulution is working closely with the Principals, Educators, and Parents in all the communities in which we operate. This concerted effort is starting to pay dividends and 2021 ended with increased attendance and a determination to help each Learner get back on track.



Independent baseline assessments show maths level are low. We will measure again in a years time.



EXTERNAL BASELINE EVALUATION: During September 2021, Brombacher & Associates conducted baseline mathematics assessments of 2171 Learners participating in the Edulution Programme. They conducted the same assessments with 695 Learners from the same schools that do not participate in the Programme – the 'comparison Learners.' The same assessments were also carried out in South Africa at around the same time and were done so to align with the new upgraded courses.

The results of the baseline assessments painted a bleak picture of mathematics skills in primary school children in general. Although Edulution Learners have benefited from attending the Programme, the impact of the pandemic related loss of more than 50% learning time over the last two years has taken an enormous toll on the efficacy of the Programme. The purpose

of these assessments was to get a baseline assessment from a fresh starting point post pandemic which also aligned with the introduction of the upgraded courses.

Our Learners in Namibia are on average 2.1 years behind their grade level. Our mission post pandemic is to 'Catch Up' these lost years. Moving forward this becomes our major outcome focus.

LOOKING AHEAD TO 2022: Edulution Namibia, aims to work closely with Educators and Parents to create every possible opportunity for Learners to attend Edulution in 2022 – every hour matters. We remain inspired about our work in Namibia and optimistic about the future post pandemic. Our goal for 2022 is to consolidate and then maintain our progress, rather than aim for increased Learner volume. 



COUNTRY UPDATE SOUTH AFRICA

LAUNCH IN 2021: In collaboration with The Sešego Foundation, local and international Sponsors and Partners, the Department of Rural Education, Pinetown District Officials and School Management Teams, Edulution Learning South Africa (ESN) was able to successfully launch its curriculum aligned mathematics catch-up Programme to 3600 Grade 4 – 6 Learners across 14 rural schools within the Inanda district of KwaZulu-Natal.

ESN's has a strong and diverse board of directors, and new partnerships with key stakeholders within the SA Department of Basic Education (DBE). The Programme Steering Committee is represented by members of the Sešego Foundation and key officials from within the DBE including Dr Phumzile Langa.

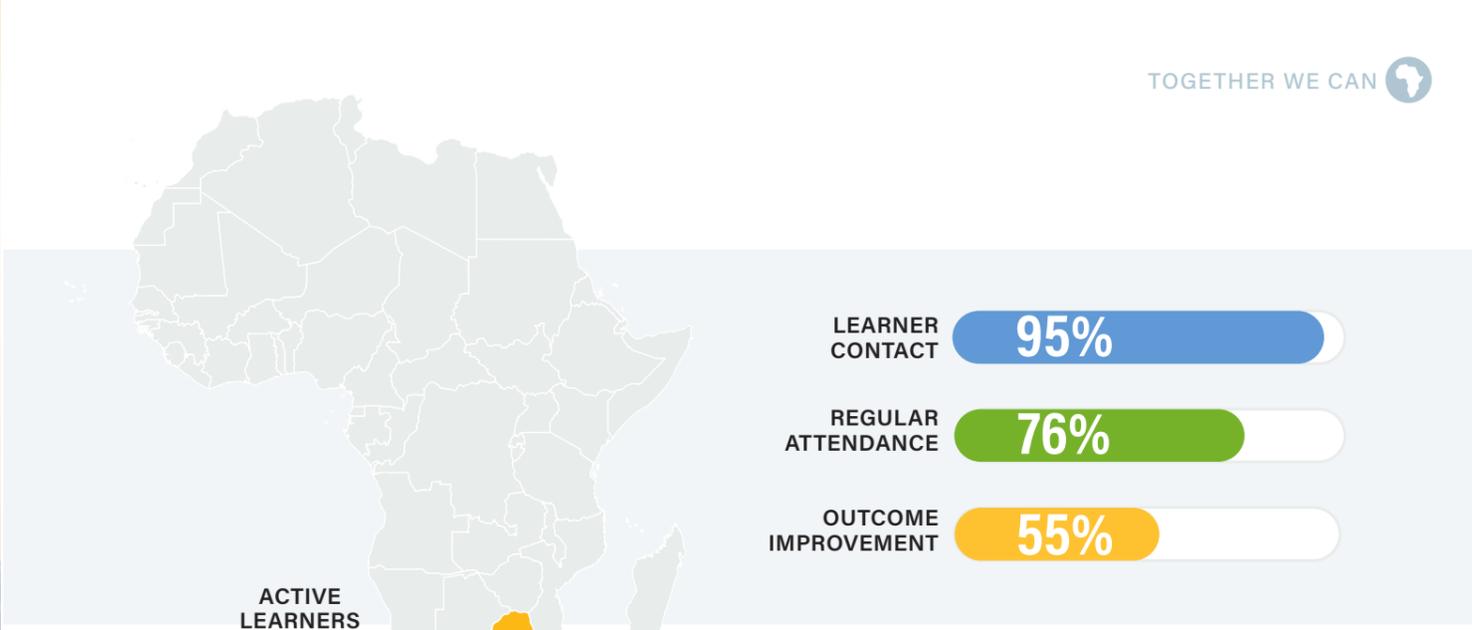
SYSTEMIC IMPACTS: The pandemic and the civil unrest in July did have an impact on Learner attendance. Together with the DBE and local support, we were able to mitigate this challenge by facilitating rapid changes to schedules and its own resources when needed. The impact of the pandemic also limited the number of Centres we deployed and meant the revised 'pay for

performance model' had to be postponed to Q2 2022.

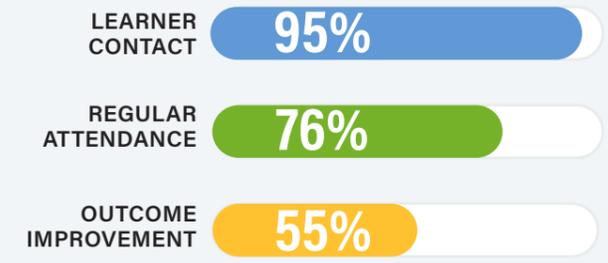
LEARNER OUTCOMES: By the end of 2021, ESN had successfully supported 33% of Grade 4 Learners, 32% of Grade 5 Learners and 17% of Grade 6 Learners to reach their grade level in mathematics. An impressive 78% of Learners attended more than 80% of the time scheduled for them and Learners on average spent 12.4 hours a month and 2.1 hours a session.

YOUTH EMPLOYMENT: 32 previously unemployed youth (18-25 years) from the communities surrounding the schools were trained and employed as Coaches at the Edulution Centres. With a retention rate of 88% and satisfaction score of 89%, Edulution has become an employer of choice.

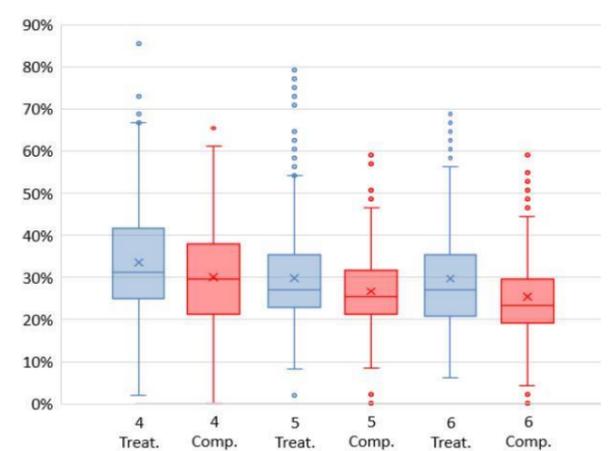
SURVEYS: In a survey conducted at the schools, teachers said that their interactions with Coaches were very productive and that the Coaches are having a positive impact on Learner attitudes at the school and their maths results in the classroom. Teachers also agreed that Edulution's approach to ICT learning could be integrated within a school and would appeal to other schools.



ACTIVE LEARNERS
3600



Independent baseline assessments show maths level are low. We will measure again in a years time.



STRATEGIC PARTNERSHIPS: We were delighted to have secured funding from the Michael & Susan Dell Foundation and more recently from the Jobs Fund, South Africa's premier government funder. The Vitol Foundation has also committed funding for Edulution South Africa in 2022.

EXTERNAL BASELINE EVALUATION:

To obtain a baseline to measure the efficacy of the Programme, EGMA based Independent External Evaluations were conducted at all the schools by Brombacher and Associates. All Learners on the Edulution Programme were assessed, as were approximately another 50% of Learners who are at the same school but not on the Edulution Programme. The overall scores indicate the tremendous challenge faced by Learners, educators, and officials. In South Africa, our Learners are on average 1.9 years behind their grade level. This a combination of legacy issues which were then compounded by the impact of missed schooling due to the pandemic. Our mission going forward is to 'Catch Up' these lost years and moving forward this becomes our major outcome focus.

LOOKING AHEAD TO 2022:

1. Launching 14 new Centres (3800 Learners) in the province of Mpumalanga in partnership with the Department of Rural Education and the Penreach Foundation.
2. Introduce and then focus on the 'grade difference' KPI with 'years caught up' becoming our major outcome metric
3. Develop new strategic partnerships and cultivate our existing ones
4. Begin to explore new sustainable alternatives in South Africa including new sources of government funding



FINANCE

We dug into reserves but are well set for future growth

Not only did Edulution effectively navigate the pandemic, but we also managed to expand when many organisations in our sector closed or shrank. This is a remarkable achievement and testament to the team and funders who support us.

While a great accomplishment, it did take its financial toll. Causal factors included:

- Two years of significantly reduced outcome funding revenue due to school closures
- Staggered expansion in South Africa with high setup costs to equip Centres and train Coaches combined with only 'partial year' revenues from these Centres
- The group decision for no person to lose their job for 'pandemic related' reasons

Consequently, we needed to draw more deeply into our capital reserves and endure greater EBITDA losses than we would have otherwise preferred or had budgeted for.

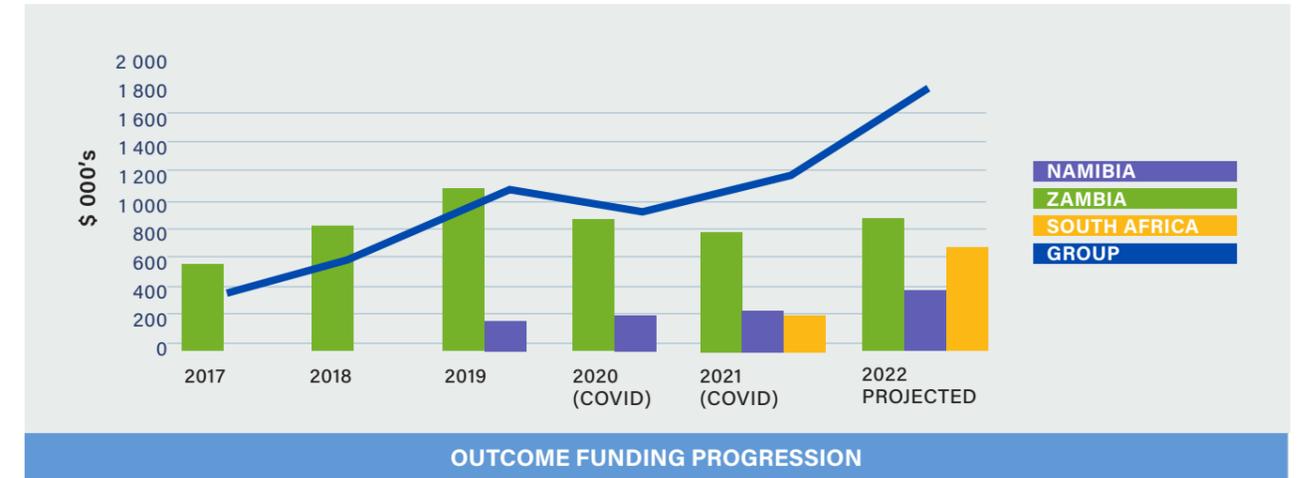
Despite this, we believe we have made the right decision because we are well set to bounce back strongly in 2022. Our outcome funding revenue in 2022 is forecast to be \$1.9M, increasing from \$1.3M in 2021. We anticipate break even in individual operating countries in 2022 and group break even in 2023. Next year we forecast turnover at \$2.5m and 25,000 active Learners engaged on the platform each month. We are also considering sourcing funding to simplify, codify and package our product for many others to use³.



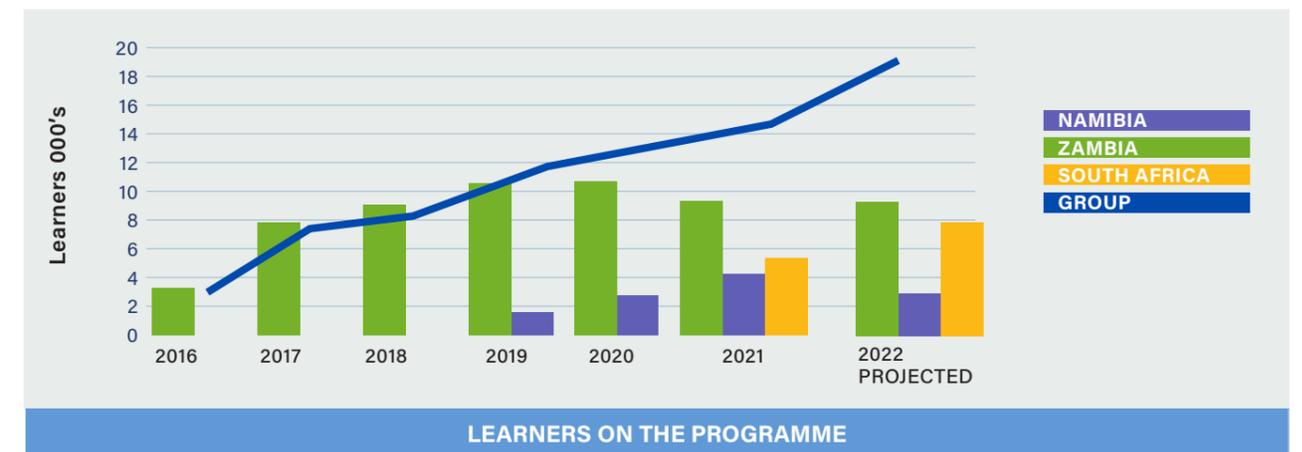
FINANCIAL STATEMENT - Group (USD)

INCOME AND EXPENDITURE			BALANCE SHEET		
	2021	2020		2021	2020
FUNDING			ASSETS		
OUTCOMES BASED	1 313 115	1 057 740	Bank	829 973	623 049
OTHER	34 344	58 814	Other assets	80 932	111 427
	1 347 459	1 116 554		910 905	734 476
COUNTRY COSTS			CURRENT LIABILITIES		
Centres	674 467	431 092	Advance funding	158 980	-
In-country support	560 224	394 806	Other current liabilities	480 262	30 527
	1 234 691	825 898			
Country Net Income	112 768	290 656	CAPITAL & RESERVES		
Strategic services	489 503	367 747		271 664	703 949
				910 905	734 476
NET INCOME/(LOSS)	(376 735)	(77 091)			

³ The Edulution group comprises entities in Zambia, Namibia, South Africa, and Switzerland. All financial accounts are subject to audit. Translation to USD is in accordance with international accounting standards.



	2017	2018	2019	2020 COVID	2021 COVID	2022 Projected
ZAMBIA	588 881	828 322	1 088 700	871 880	816 268	872 673
NAMIBIA			176 448	244 674	265 985	365 165
SOUTH AFRICA					230 863	671 846
GROUP	588 881	828 322	1 265 148	1 116 554	1 313 115	1 909 685



LEARNERS	2016	2017	2018	2019	2020	2021	2022 Projected
ZAMBIA	3 400	7 700	9 000	10 750	10 800	9 000	9 000
NAMIBIA				1 500	3 360	3 200	3 100
SOUTH AFRICA						3 500	7 600
GROUP	3 400	7 700	9 000	12 250	14 160	15 700	19 700

HEADCOUNT				
	2019	2020	2021	2022 Projected
COACHES	112	104	138	170
HUB	12	13	19	22
STRATEGIC SERVICES	9	8	8	8
GROUP	133	125	165	200

PARTNERSHIPS

PARTNERSHIPS			
OUTCOME FUNDERS	Fund the activity and progress of Learners at our Centres	2021: \$1.3M 2022: \$1.9M	Our target is to source an additional USD1M in outcome funding for 2023
EQUITY & DEBT FUNDERS	Fund the model development, working capital & losses to break-even	\$2.1M since 2015	We are seeking more funding in 2023 to invest in the simplification of product larger scale so that others can use our model
PUBLIC SECTOR FUNDERS	Government funding to support our Programmes in various ways	2022: \$200K	Develop these key strategic partnerships and foster new opportunities with bi-lateral organisations and governments
PUBLIC SECTOR PARTNERSHIPS	With the education ministries to provide infrastructure, access to the Learners & support of the Programme	Critical for model viability	Continue building trust at levels of government & demonstrating effectiveness, scale and utility
IN KIND GOODS & SERVICES	Currently software providers that donate free licences to their software, otherwise unaffordable to us	\$250K pa	Seek partners who wish to support providing hardware e.g. tablets for our Centres

One of our values at Edulution is 'Alone I cannot, together we can'. We have always recognised that collaboration is key and that we can only ever be part of the entire solution. We have five types of partnerships at Edulution: Outcome Funders, Equity & Debt Funders, Public Sector Funders, Public Sector Partnerships and In Kind Goods & Services.

We are very grateful to those who supported us in the early days and who have played their role in attracting other, much larger foundations to join the Tribe. We are delighted to welcome our newest Tribe members, Michael & Susan Dell Foundation, UBS Optimus Foundation and the Jobs Fund, South Africa's premier public sector funder financed by national treasury.

We recognise establishing new partnerships is key if we wish to convince governments we have a scalable and effective model which can one day contribute to transforming how learning is done in a national solution. We've set ambitious strategic targets and would love to hear from you if you would like to be part of the solution.

Interested in partnering with us & joining the Tribe?

Contact us at partners@edulution.org 

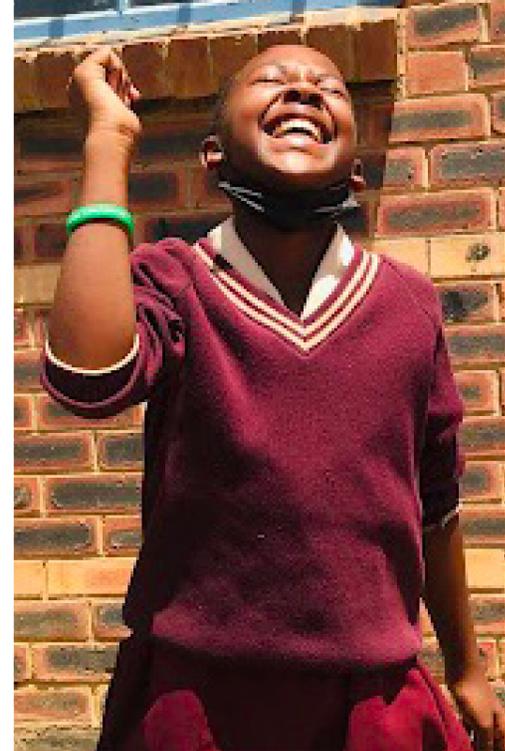
PARTNER OVERVIEW			
OUTCOME FUNDERS			
			SINCE
Happel Foundation		CH	2019
PestalozziWorld		CH	2015
Vitol Foundation		GB	2020
Dell Foundation		US	2021
Project Luangwa		ZM	2017
Propel Education		IR	2017
GIFT Foundation		CH	2021
Tomlinson Family		CH	2021
Pupkewitz Foundation		NA	2019
Ohlthaver & List		NA	2019
FirstRand		NA	2019
EQUITY & DEBT FUNDING			
Happel Foundation		CH	2019
PestalozziWorld		CH	2015
UBS Optimus Fund		CH	2021
PUBLIC SECTOR FUNDERS			
Jobs Fund		SA	2022
Unemployment Insurance Fund		SA	2021
PUBLIC SECTOR PARTNERSHIPS			
Dept of Basic Education		SA	2021
Ministry of General Education		ZM	2016
Ministry of Education Sports & Culture		NA	2019
IN KIND SERVICES			
QlikSense (reporting licenses)		US	2017
Google (Gsuite licenses)		US	2015
GIT (accounting licenses)		CH	2015



GRATITUDE

It is abundantly clear that the Edulution project would not have been possible without the collaborative efforts of so many talented, committed individuals and organisations. Our growing group of funders have been hugely supportive, and our strategic service team have been amazing in what they have achieved. But it is our hub teams and Coaches which are our secret sauce. They make it all possible. They are out there every day in the field, working in incredibly challenging environments, finding solutions, staying positive, and – above all – producing results. Like a flock of birds in formation, we each play our role on our long journey, guided by one of our key values:

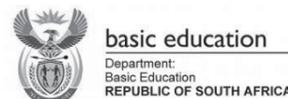
'When they succeed, we succeed!' 



Give It Forward Trust



REPUBLIC OF NAMIBIA



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Edulution Learning South Africa NPC • South Africa • Registration Number: 2020/674027/08 • Established 2020



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