Dear partners, students and supporters,

The COVID-19 pandemic triggered a major global education crisis, with an estimated one billion students having their access to learning opportunities disrupted by April 2020. While many schools and universities across the globe have successfully adopted blended learning solutions to keep their students learning, displaced or otherwise disadvantaged people and their educational needs have fallen to the bottom of the priority list.

Our response in 2020 was to make our online learning platform, Kiron Campus, even more accessible and valuable by opening it up to other non-profit organizations. Our goal is to make access to quality education for refugees and underserved communities as inclusive as possible. With so many young people in need of education worldwide, taking collective action is an effective way to empower partners on the ground with digital tools they can use to meet the needs of students in local contexts. By providing the low-bandwidth infrastructure of our learning management system, Kiron Campus, we can share our online learning expertise and enable partner organizations to successfully transition from traditional classroom environments to online or blended learning environments. Fostering results-oriented exchange was also a high priority at our virtual refugee conference, Amplify Now, which took place in June 2020. Kiron brought together refugees worldwide and over 500 participants spanning 80 international organizations to discuss innovative solutions to elevate new learning and community building, which attracted almost 40,000 views online.

2020 also marked Kiron’s 5th birthday, with student numbers continuously doubling to 12,000 since 2019. The number of newcomers seeking meaningful learning opportunities continues to grow. Our operations in Jordan and Lebanon have also expanded to address the specific needs of our students in the region, especially with regard to language acquisition and future skills. We want to cultivate cross-sectoral collaboration to build more integrated and sustainable solutions that enhance educational opportunities for our students and impact partners during these times of crisis and beyond.

This is only possible with your continued support. We are excited about what lies ahead and look forward to successfully shaping the “new normal” together.

Best wishes,
Dr. Tobias Ernst
content

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31 Imprint
In 2015/2016, when 1.2 million Syrian refugees came to Germany, we set up Kiron Campus, a free online education platform, to provide newcomers with online educational opportunities. We focused on creating pathways into the German higher education system and Kiron became well-known for successfully managing a transfer process from non-formal to formal education using credit point recognition. This model was expanded into Lebanon and Jordan.

In the following years, we realized that opening up access to higher education was simply not enough. Students have different needs and require diverse offerings to grow personally and professionally. It became clear to us that we would best achieve scalable and lasting impact by expanding our user groups and providing more pathways to gain labor-market skills. Currently, Kiron Campus consists of tailor-made online study programs using Massive Open Online Courses (MOOCs) from renowned educational providers, Open Educational Resources (OERs) as well as upskilling programs to prepare learners for the job market. We are also supporting students in Lebanon and Jordan with a combination of offline and online education through blended learning opportunities. In this sense, Kiron decided to align with the United Nations’ Sustainable Development Goal 4, which aims to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.”

This led us to our new vision in 2020:
*A world where everyone can fulfill their highest potential for a self-determined, dignified life, shaping a sustainable future together.*

To live up to these aspirations, we modified our mission accordingly:
*To provide a virtual home for learning, personal growth and collective impact.*

What we do
—
Learning beyond limits

82,400,000
forcibly displaced people worldwide

600,000,000
youths live in fragile and conflict-affected countries and territories

85%
of refugees live in developing countries that already struggle with over-stretched education systems

200,000,000
people will be displaced by climate change by 2050
Our Impact
Total number of students in 2020

12,432

Completion rates of Kiron's courses are almost 6 times higher than worldwide average.

*BASED ON VERIFIED AND SELF-REPORTED DATA

Course Completion rates 2020

<table>
<thead>
<tr>
<th>Region</th>
<th>Students</th>
<th>Completion Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>5,575</td>
<td>44.84%</td>
</tr>
<tr>
<td>Middle East</td>
<td>4,247</td>
<td>34.16%</td>
</tr>
<tr>
<td>North Africa</td>
<td>457</td>
<td>3.68%</td>
</tr>
<tr>
<td>Asia</td>
<td>388</td>
<td>3.12%</td>
</tr>
<tr>
<td>East Africa</td>
<td>324</td>
<td>2.61%</td>
</tr>
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</tr>
</tbody>
</table>

Thanks to our carefully curated curriculum of study tracks, skill booster programs and the comprehensive student support we provide, our students achieve completion rates that are much higher than the average completion rate of stand-alone MOOCs worldwide.

*SELF-REPORTED DATA OF STUDENTS WHO PARTICIPATED IN THE COURSE EVALUATION

Course Completion rates 2020

- Core curriculum courses: 33%
- Worldwide average: 4%
- Of Kiron students who completed a course are satisfied with the programs: 92.3%
83.3% of students agree that their skills improved through the courses on Kiron Campus.

69.6% of students agree that their critical thinking and problem-solving skills have improved.

68.2% of students agree that their innovation skills have improved.

69.1% of students agree that their productivity and accountability have improved.

69.6% of students agreed that they were able to apply these skills in a practical environment.

47% of students want to continue with their (higher) education.

47.7% want to get important key qualifications and skills.

50.4% of students want to be better equipped in entering the job market.

12.4% want to get in contact with other students and get support from the kiron community.

45.3% of students want to build a new career.

75% of students agree that their language skills have improved.

75% of students agree that their digital literacy skills have improved.

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“Kiron was the only organization that offered free impactful courses to everyone regardless of their nationality. This program has changed my life and helped me provide for my family. Now I have countless freelance opportunities, and I’m very grateful to every person at Kiron that I have met in person or behind the scenes.”

Amal
KIRON STUDENT IN JORDAN

When Amal’s accountancy qualifications did not lead her to a job in her new country, she successfully retrained as a graphic designer with Kiron and is now fully employed. Amal had already graduated with a bachelor’s degree in accounting in Yemen, where she grew up. In addition to her studies, she worked at different community-based organizations in human rights and volunteered with Inter sos to assist conflict-affected populations. However, once she had to move to Jordan, she encountered difficulties finding opportunities for herself, especially as a Yemeni student.

Amal found Kiron and decided to enroll in the graphic design courses. Without her own device, she was unsure how to start, but the team at Kiron was able to help and equip her with a laptop. Now, Amal works as a successful freelance graphic designer and says she will continue learning online and taking language courses to widen her skill set as a freelance graphic designer.

Sultan
KIRON STUDENT IN GERMANY

Originally from Salamiyah, Syria, the 26-year-old was studying physics at a university in his hometown but had to migrate to Germany due to political instability. He had a strong interest in learning computer programming skills, so he enrolled in Kiron’s computer science courses.

He went on to study with Kiron for two years and received the certificates he needed to start a job in Germany. With his certificates, and with the knowledge and confidence he developed through having taken a variety of courses, he quickly began working as a cloud computing specialist and a technical consultant. Sultan advocates for online learning because he believes that it eliminates numerous bureaucratic barriers faced by many refugees in their host countries. Being able to skip the paperwork and time-consuming arrangements helps students stay motivated and not lose focus on their goals.

Now, Sultan studies data science at the University of London but still continues learning online on the side. He says he will never stop studying and will definitely take advantage of the large number of diverse courses offered on Kiron Campus.

“The further you go with studying, the faster you get to your future job.”

“Kiron was the only organization that offered free impactful courses to everyone regardless of their nationality. This program has changed my life and helped me provide for my family. Now I have countless freelance opportunities, and I’m very grateful to every person at Kiron that I have met in person or behind the scenes.”

Meet our students
KIRON ANNUAL REPORT 2020
In the last year, the number of students on Kiron Campus almost doubled. Having the opportunity to study online, especially through lockdowns, is essential for many, whose educational journey is already marked by too many interruptions. We focused on making the entry into online learning and our platform, Kiron Campus, even more inclusive and easier for students to use. A key milestone was the translation of Kiron Campus into additional languages. By adding navigation languages such as Arabic, Turkish and Spanish, we made Kiron Campus a more inclusive learning environment, thus allowing students with different language backgrounds and skills to use the platform with ease and study successfully. Not only has the platform now been translated into five languages, but Kiron’s team of edtech experts has also made a range of new language courses available in response to high student demand. To expand our curriculum, we have added even more digital literacy skills courses to the catalog so that students can successfully navigate their online learning pathways and learn relevant 21st-century skills. Furthermore, we created new skill booster programs to continue expanding offerings that help students enter the labor market.

Highlights of learning content in 2020

New language offers on Kiron Campus
• Launch of language categories on Kiron Campus: Arabic, German, and Spanish categories
• Self-hosted B1 German course
• TESOL English Teaching Certification program

New digital literacy and technical course offerings
• Basic digital skills courses
• Web development
• Fundamentals of Artificial Intelligence
Kiron’s student community
In addition to our educational offerings, we were constantly engaging with Kiron’s vibrant student community – opportunities for personal exchange became even more important during the Covid-19 pandemic. Our team implemented a new virtual community tool to enhance our networking space by giving students better opportunities to converse on different topics and connect online. We had regularly organized events such as virtual coffees to support our students more informally in a safe space.

A pivotal measure to increase student engagement was the introduction of our new community moderator role. We trained five enthusiastic students to become moderators in our community channel through a skill booster in community management. They successfully boosted morale, engaged with the community and started conversations by bringing energy to important topics on the platform.

Besides our activities to support students who already joined our program, one of our priorities was to pilot more targeted recruitment activities in refugee camps. We started with Kakuma camp and worked with two ambassadors based there. One of the first activities was to create a low connectivity community channel through a skill booster in community management. They successfully boosted morale, engaged with the community and started conversations by bringing energy to important topics on the platform.

Following on from the success of recruiting students via messaging services, we also identified a large number of students from Turkey and opened a Telegram group with 500 students to experiment with community building beyond Kiron Campus.

Meet our Community Moderators

Aisha
KIRON COMMUNITY MODERATOR

Originally from Palestine, Aisha is currently living in Greece and focusing on developing her digital skills and web design at Kiron. As a moderator, she wants to create an engaging community where students discuss ideas and share knowledge on different topics.

Honore
KIRON COMMUNITY MODERATOR

Originally from the Congo, Honore is currently living in Mala-wi Dzaleka refugee camp and studying English and sociology with Kiron.

He speaks three languages and enjoys playing basketball, chatting with friends, and reading short stories. As one of our moderators for our virtual community on Kiron Campus, he has been welcoming new members and getting them involved in the online community.

Virtual Refugee Conference 2020
– a co-created event promoting global exchange

In honor of World Refugee Day 2020, we brought together newcomers, NGOs, academics and employers in a unique global gathering to enable meaningful talks, discussions and results-oriented exchange around this year’s theme: AMPLIFY NOW! Elevating new learning and strengthening communities. Over the course of the two-day conference, we hosted 31 seminars, bringing together over 5,000 participants and 40 organizations from 80 countries. With over 38,000 livestream participants around the world, AMPLIFY NOW was one of the biggest virtual conferences for refugees to date. Our goal was to foster representation and inclusivity through a co-creation process and have a platform for newcomers to discuss their needs and ideas for innovation with local and international organizations.

We facilitated several co-creation workshops with refugees and NGOs to conceptualize different topics for the conference agenda and involved them in each stage of the conference design. We ensured there was representation from refugee communities at every event and highlighted community-driven solutions with seminars such as “Language Learning for Resilience” and an Impact Prize for refugee-led projects.

We partnered with the UNHCR to participate in the Federal Foreign Office’s Digital Long Night of Ideas 2020 event: The Impact of Covid-19 on Refugee Education. The panelists examined the impact of Covid-19 and highlighted good education access programs from various countries. In interactive breakout sessions, participants examined the current situations in various regions such as Jordan or West Africa. As an organization, we took a lot from these discussions and incorporated many new learnings into our program design, communications practices, and community outreach. To amplify the impact of the conference further, we disseminated the insights gained during the panel discussions widely among our networks of NGOs and public sector, and business partners with the aim to inspire systemic changes based on feedback from the people concerned.

Kiron talks
In 2020, Kironistas Sabrina Konzok and Dominic Orr launched KironTalks, a successful, interactive podcast series on digital literacy, online learning, and the future of education. Throughout the series, the podcast invited twenty academics, activists, and educational strategists to speak on the challenges and the opportunities that accompany the disruption of the traditional education system.

“Studies show that education focuses on teaching digital safety and resilience, but not on being creative using digital technologies”

JONGHWI PARK, GERMANY, PROGRAMME SPECIALIST ICT, UNESCO, EPISODE 7, DIGITAL SKILLS IN ASIA DURING COVID-19

“I’m so glad that I joined the virtual refugee conference. I really enjoyed my time (...) and I’m so excited to start a new way of learning through online education to achieve my goals”

OMAR A., KIRON STUDENT

KIRON COMMUNITY MODERATOR
Kiron Lebanon grew immensely in 2020–2021, despite the challenges and multiple crises our team has been facing since summer 2019: the political unrests, hyperinflation, the explosion of the Beirut port (which destroyed our office) as well as the Covid-19 pandemic.

The official registration of Kiron as an NGO in Lebanon in November 2020 allowed us to expand our operational set up in 2021 and our growing team was able to take on more projects than ever before. With the aim to help refugees and underserved communities access education and livelihood opportunities, Kiron Lebanon has focused on two main goals in 2020: 1) to serve refugee and underserved communities’ needs in accessing higher education with a special emphasis on ecosystem and partnerships forming, 2) to advance the culture and recognition of online learning in Lebanon. Therefore, maintaining the university-prep program, which provides learners with access and support at university; reaching more learners to increase diversity; offering tangible landing opportunities to educational programs and the virtual job market, as well as advancing the culture and recognition of online learning in Lebanon are all the actions we will take to serve our goals.

Our team combines online and offline elements into blended learning programs, tailored to the needs of refugees and underserved communities. In 2020, Kiron supported more than 500 students online out of which 228 students participated in a blended format with courses as varied as English, digital skills, computer science and business & economics. We delivered the following projects:
Kiron Lebanon projects in 2020

The PADILEIA Project (2017–2021)

In partnership with King’s College London, FutureLearn, the Civic Engagement Center of the American University of Beirut and al Al-Bayt University (Jordan), Kiron Lebanon has been implementing the Partnership for Digital Learning and Increased Access (PADILEIA) project since 2017 which has served several hundred students over its five-year implementation. Kiron Lebanon supported 40 students in a blended learning format in 2020 to prepare for university, with Python, computer science, and business courses. To ensure students could access classes delivered online, the team supplied students with internet cards kindly funded by the Konrad Adenauer Stiftung in place of transportation costs. Seven of these students completed the first step of the Transfer Program, aiming with internet cards kindly funded by the Konrad Adenauer Stiftung in place of transportation costs. Seven of these students completed the first step of the Transfer Program, aiming to get into the Modern University of Business and Science (MUBS) in Lebanon and transferred credits from the Kiron online courses to MUBS’ Bachelors’ degree program: a first in the country. This huge achievement was a highlight for our team and was only made possible thanks to MUBS’ unprecedented enthusiasm to recognize online learning.

Together Extending Education in Camps in the Middle East (JUL 2020–DEC 2021) Western Union Foundation

“Together Extending Education and Inclusion in Camps in the Middle East” focuses on improving access to the labor market for refugees and underserved communities in Jordan and Lebanon with a particular focus on women and differently-abled individuals. In 2020, Kiron set the foundations for the implementation phase of the project. Western Union Foundation funding allowed us to develop new features that ensure greater accessibility and inclusivity on the Kiron Campus as well as to undertake a comprehensive needs assessment. The second stage of this project continues into 2021 and will see this work incorporated into a comprehensive and accessible blended learning program for Kiron students.

Towards the beginning of the project Kiron conducted a detailed needs assessment in both Jordan and Lebanon in order to develop a comprehensive understanding of the requirements, as well as the current educational opportunities, available to women and other vulnerable populations. As a result of our findings, Kiron learned that support in developing digital skills and English language were the most requested by our target audience. Kiron also implemented the option to download content in order to be able to study offline or in low-bandwidth areas as well as supportive functionalities for differently-abled students, such as subtitles on video content. The new features will significantly improve the learning experience for students of Kiron Campus and set excellent foundations for the successful implementation and continuation of the project. Looking forward, in 2021 this project will reach 300 students in Jordan and Lebanon, equipping them with digital literacy and English language skills through an inclusive blended learning program.

The Masar Project (JULY 2020–DEC 2020)

Kiron Lebanon took part in the Masar Project in 2020. The project was funded by the EU Madad and the Al Fakhoora Foundation through SPARK, an organization that works on opening pathways to employment for young people in fragile states. This five-month project between August and December 2020 aimed at supporting more than 150 students in Lebanon, Iraq, Palestine, and Turkey to take advantage of one of the three pathways offered on Kiron Campus: digital skills, soft skills, or a combination of both.

Through live online sessions, tutors supported 183 students in the region. As part of the Masar partnership, all students benefited from individual guidance and support with finding work or internship placements.

My name is Mourhaf. I am from Syria. I graduated from the college of medicine in Syria and then came to Lebanon. At the beginning of COVID-19, I found the Kiron Campus through research on the internet. I had planned to stay in Lebanon for just a short time but after I got accepted at Kiron, I changed my plans and decided to continue my studies. I decided to study online because of COVID-19 and the lockdown and also because I don’t have to pay for transportation and studying with Kiron is free.

In Syria, my plan was to build a hospital but I could not do that because of the war there. Kiron helped me prepare myself and apply to Modern University for Business and Science in Lebanon (MUBS). I have since been accepted which means I can achieve my future dream of building a health center in Syria. However, first I want to build a health center here in Lebanon.”
Kiron in Jordan

Kiron Jordan faced challenges this year with COVID-19 restrictions, which significantly impacted our ability to meet and engage with our students and partners. We managed to turn this challenge into an opportunity and focused on making our courses better suited to low-bandwidth environments, which allowed students to access Kiron Campus with less internet consumption, and thus ensuring that our programs remained accessible. We also gave 95 students tablet devices and internet data bundles to tackle this problem.

Throughout 2020, Kiron’s Jordanian students were given the chance to participate in exciting, virtual internship opportunities to prepare them for the workforce. Approximately 200 students were involved in the various projects and partnerships offered in 2020. In our project with the Ford Foundation, twenty students took part in practical training opportunities around digital marketing and e-commerce. Around 60% of the participants were able to launch their own small business projects as a result of the training and the use of small grants from the foundation.

Kiron Jordan will continue providing students with more landing opportunities and skill development training to enhance their abilities and skills related to the TVET (Technical and Vocational Education and Training in Jordan). In the next few years, Kiron Jordan will focus on bringing more accessible opportunities for refugees and underserved communities, elevating the English level for our students and improving their technical skills so they are in a better position to find job opportunities.
Kiron Jordan projects in 2020

University-prep programs to enable learners to access to and succeed at university

Jesuit Refugee Service

Kiron’s partnership with Jesuit Refugee Services in Jordan started at the end of 2019. During the first year, we implemented a blended learning project which kicked off this December. At the beginning of 2020, we launched a program to provide seventy students with theoretical and practical knowledge of graphic design, focusing on Adobe’s design tool Illustrator. This project aimed to enable students to build design skills to work as freelance graphic designers and become financially independent. PADILEIA fully funded this project.

Ahmad

Ahmad is one of our many students who was enrolled in university but due to financial issues, had to leave and help support his family. With the guidance of the Edseed and Kiron Jordan teams, Ahmad was able to produce and upload his own video to the Edseed platform where he then received the funds for his college expenses and successfully resumed his educational journey.

Nashama and Nashmiyyat Initiative Jordan

Kiron, in partnership with Nashama and Nashmiyyat Initiative Jordan, provided two Arabic study tracks: entrepreneurship and graphic design. The project kicked off in November 2020, and thirty students graduated in total – sixteen of whom took the graphic design study track and fourteen of whom took the entrepreneurship track. The graphic design study track taught students skills in Adobe Photoshop. This pro-bono project was implemented within the PADILEIA project.

Ford Project Cohort 2

In February 2020, the project team hosted the Kiron Advocacy Summit in Amman. The event highlighted the successes of 120 students who completed the certificate program in web design. The program also introduced our students to new technical skills such as the computer programming languages HTML5, CSS3, CSS, and Javascript. Twenty partner organizations participated in sessions focusing on creating opportunities in the educational and vocational sphere for refugees and underserved Jordanian communities. Students have continued working on their creative ideas since graduation and presented their projects during the summit to practice pitching and presenting.

Ford Project Cohort 3

Kiron Business Bootcamp equipped twenty young people living in Jordan with business foundations and entrepreneurship knowledge, enabling them to develop and implement their ventures locally. The three-month boot camp consisted of entrepreneurship training, one-on-one coaching, specialized technical workshops, soft skills and hard skills workshops for business owners. The boot camp also taught marketing and branding to encourage teams to kick start their projects and successfully apply for other entrepreneurial programs. Teams that complete the boot camp were given a financial award valued between 1,000 and 2,000 JODs.

Students were able to use the knowledge they gained in the first and second cohorts of the project and put it into practice. Out of the 120 students who graduated successfully in February 2020, twenty students were selected to participate in 24 hours of business training workshops.

Virtual internships (VI)

The program, in partnership with Virtual internships, launched in November 2020. Kiron referred eight students to Virtual internships, of which two students were selected to take part. The internship ran over two months where each of the students had a program experience manager and a career coach who gave career coaching sessions. Students were assigned to companies with internships in the fields of marketing and social work.
Kiron’s new impact model
Kiron’s Mission: To provide a virtual home for learning, personal growth and collective impact.

Theory of Change

We are excited to introduce Kiron’s new Theory of Change (ToC). The purpose of the Theory of Change is to map how our work contributes to our long-term goal of building a world where everyone can fulfill their highest potential for a self-determined, dignified life.

This ToC conveys how Kiron’s activities contribute positively to the lives of refugees and underserved communities. Central to this map is a system-change approach that focuses on increased collaboration across the civil society sector, which we believe is the key to tackling complex problems and achieving lasting social change. A natural outcome of this strategic focus is Kiron’s newly launched Collective Impact Campus initiative.

The initiative of the Collective Impact Campus is to invite like-minded nonprofits to join our online learning platform to have their learning programs digitalized and online. By facilitating strategic collaboration, knowledge-sharing, best practices, and resources, we aim to strengthen the civil society sector making it more resilient in the face of present and future challenges.

We plant to pool together resources and expertise from a broad range of organizations and strive to collaboratively build the world’s most compelling repository of free quality educational resources and support services for disadvantaged groups. This collective resource will provide people from refugee and underserved communities the opportunity to have a fulfilled life through education, training, and employment.

Measuring and evaluating outcomes and impact delivered jointly by this collective is a challenge and has little precedent. It is crucial to the success of the Collective Impact Campus initiative that we develop effective ways of measuring and providing evidence of our achieved outcomes. This is key to ensure that we can continuously learn and improve our approach with evidence-based practices. Through data collection, we can demonstrate how collaborative action improves outcomes and impact.

Thanks to MainLevel Consulting and Porticus who worked with us to develop this Theory of Change.
We at Kiron stand for collaboration and believe that we can achieve more together. We thought about how we could proactively develop and nurture collaborations, grow resilient communities and generate more powerful social impact collectively. With this in mind, we felt it was imperative to share our resources and expertise with others, by launching the Collective Impact Campus.

The Collective Impact Campus uses the technology and educational content that powers Kiron Campus to host other social organizations that are committed to social change and collective impact. These organizations can digitize their learning content, use Kiron’s learning content, and use their own virtual space to manage their courses and grow their communities with the digital tools we have been developing for the last six years. As a learning management system, Kiron Campus’ technology is optimized for low-bandwidth environments, ideal for students with low internet connectivity.

The Collective Impact Campus moves beyond being a technological platform, to a highly networked ecosystem of organizations and communities worldwide working together on common goals. We believe that this ecosystem will provide everyone involved with opportunities to synergize their efforts and create more integrated pathways through partnerships in our complex systems, not one organization can ever achieve this alone.

The Collective Impact Campus is a major initiative launched to increase access to quality education for refugees and underserved communities worldwide. It is an opportunity to powerfully address the systemic challenges that students face. By opening our Campus to other similarly focused organizations, learning programs can be more sustainable, inclusive, and disruption-proof. Bringing together larger social impact organizations with local players who have an understanding of local contexts, and pooling resources, more people than ever before will have access to free, quality education.

We are calling on others to join us in solving the current systemic issues in education and build a disruption-proof network. This network will come together, tackle future challenges, share resources, and exchange best practices to reach our mission of creating sustainable education globally.

Who is this product for? We are reaching out to NGOs targeting the same group as Kiron’s Students

- Organizations that work with refugees and underserved communities
- Organizations that want to digitize their content
- Organizations that have a network of students

The robust digital infrastructure that Kiron offers will allow us to scale our programs, and connecting our students to the other educational opportunities available on the Campus will allow them to gain the skills they need to pursue their goals.

Gabrielle Wimer, Advisory Board Member, Paper Airplanes.

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These first organisations are already partnering with us for impact:

Since 2014, Paper Airplanes has been providing educational programs, English language learning, and employment skills training by matching conflict-affected individuals with personal tutors for 12–16 week sessions conducted via Skype and other video conferencing platforms. In 2020, they began piloting their Women in Tech program on the Collective Impact Campus in their own personalized space. The 15 students participating in the program focused on business analytics training, which was provided through weekly live sessions on the Paper Airplanes’ Collective Impact Campus space.

This coming autumn, Paper Airplanes will scale up their next cohort and begin launching English programs with one-on-one tutoring sessions to further take advantage of the digital tools included on the Collective Impact Campus. We look forward to making an even greater impact together in our communities and reaching more students globally.
Once again, the year 2020 has proven the power and the importance of collaboration and partnership for successfully building sustainable and impactful projects that transform the lives of the people we seek to reach.

We would like to extend our enormous gratitude to all our partners, many of whom will be listed in the project section below and in the country sections in this report, for the impactful collaboration they have engaged in together with us.

The Digital Campus Project: A portal of networked platform services

The Digital Campus project will host existing online offers for recruitment, linguistics, and subject-related and cultural preparation of prospective students on one web portal, making them more uniformly visible, and thus increasing the internationalization and attractiveness of Germany as a place to study.

Kiron worked together with the DAAD, the RWTH Aachen, the TU Berlin, the TH Lübeck, the Society for Academic Study Preparation and Test Development (g.a.s.t.), and the Goethe-Institut to achieve these goals. Within the scope of the first phase of this project (02/2020–01/2021), we support the conceptual and prototypical development of the product, by contributing our experiences with open educational resources and modern platform architecture for highly diverse student groups.

The Digital Campus is Kiron’s fourth project funded through the Federal Ministry of Education and Research (BMBF). In IMPactDigital (01/2019–03/2020) Kiron and our partners, the RWTH Aachen, TH Lübeck, and g.a.s.t., investigated how online study and support offers can be used to improve access to higher education for foreign students in Germany. The tools that were developed on Kiron Campus through that project, as well as the empirical findings created, serve as an important basis for this new project, the Digital Campus.

Biz-E Program

Kiron implemented this project to bridge the educational gap for the most vulnerable populations in Jordan by conducting a blended education initiative, consisting of a blended learning certificate program (in business & economics as well as English) as well as peer-to-peer support. Through the program, Kiron provided relevant, up-to-date educational opportunities to students of the most vulnerable communities in Jordan and community-building components through study and focus groups, events, tutorials, and a graduation ceremony.

The Biz-E spring cohort was made up of 89 students, of which 40 completed the program successfully. The Biz-E Fall cohort had 120 students, of which 95 completed the program successfully, including the requirement of attending at least 75% of the live sessions. A total of 209 individuals have been directly impacted by the project either through enrollment and/or participation in one of the Biz-E groups. A total of 135 students graduated successfully. The groups mostly consisted of Syrian refugees and Jordanian nationals, as well as several refugees from Yemen, Iraq, Egypt, Sudan, Somalia, Palestine, and Turkey.
BLESS: Building a Learning Environment for Study Success

The three-year BLESS program, generously funded by H&M Foundation, ran from 2017–2020. It focused on creating an innovative and supportive learning environment for students to excel in their studies, learn new languages, and experience peer-to-peer support in the student community. With a strong focus on supporting female students, the project featured a series of offline classes and workshops designed specifically for women.

In 2020, Kiron focused on researching students’ needs and how the project impacted their labor market and cultural and social integration in Germany. Throughout the project, Kiron surveyed over 2,570 students – 1,080 in 2020 alone. Great progress was made in improving accessibility for language learners and as a result, the Kiron Campus was translated into four additional languages including Arabic and Turkish. In 2020, 6,885 students switched their campus language and we discovered that these students were 10% more likely to complete their chosen courses. The final project survey showed that 12% of students had successfully applied for a bachelor’s degree at a German university, 7% for a master’s, and three students had been accepted for a Ph.D.

The Digital Self-Defense Center: promoting training opportunities for internet safety

The Digital Self-Defense Center is a secure online platform, which provides secure access to educational training materials that raise awareness of data security risks and teach digital skills. The DSDC aims to provide civil society actors with the skills and tools they need to make empowered decisions about keeping data safe and the digital tools they use. In contrast to existing offerings and services, which too often have high entry barriers, courses are optimized to be low-threshold, require no prior knowledge, and are largely barrier-free.

In 2020, saw Kiron lay the groundwork for the development of the Digital Self Defence Centre, including a detailed needs assessment, concept and prototype development, and identification of relevant Open Educational Resources to complement the materials we create.

“...This is an opportunity to understand the perspectives of others around the world and discuss socio-political issues. I learned skills like critical thinking, cross-cultural communication, and collaborative problem-solving.”

MOHAMMED, KIRON STUDENT

Erasmus+ Virtual Exchange: accessible intercultural dialogue for young people

Erasmus+ Virtual Exchange was part of the Erasmus+ program, providing an accessible, ground-breaking way for young people to engage in intercultural dialogue. The Erasmus+ Virtual Exchange project at Kiron fostered virtual exchange between participants through a variety of different activities. Established under a contract with the Education, Audiovisual and Culture Executive Agency, the program was implemented by a consortium composed of Search for Common Ground, Anna Lindh Foundation, UNIMED, Sharing Perspectives Foundation, Soliya, UNICollaboration, Migration Matters, and Kiron. Participants were able to join interactive online courses with participants from all over Europe and the Mediterranean on topics related to gender (in)equality, peace, and security, countering hate speech, and climate change, to name a few.

In 2020, nearly 100 participants joined one or more of the Erasmus+ Virtual Exchange activities, the most popular course being “Cultural Encounters: The Big Climate Movement”. Kiron provided tailored support and guidance throughout the program for all students. Feedback on the courses and activities has been overwhelmingly positive with participants reporting that they learned a lot from each other and engaged in interesting and sometimes emotional discussions.

Google IT Support Certificate: IT training for underserved communities

IT-related skills are essential to be successful in today’s data-driven and globalized job market where careers such as IT support are a dynamic and fast-growing field. For this reason, Kiron has been offering the Google IT Support Certificate, a 5-course certificate developed by Google that aims to prepare students for entry-level roles in IT support. While the courses are still available through our platform for self-study by Kiron students, the project – funded by Google.org – was successfully concluded in summer 2020.

As of summer 2020, over 600 Kiron students from more than 50 different countries have participated in the program. More than 70 students were able to complete all required courses, while 47% of learners finished at least one course. Students went on to a variety of different jobs, including starting their own businesses in IT.

SUPPORTED BY:
BASF: Innovative educational offers for refugees in the Rhein-Neckar Metropolitan region

Since the end of 2017, Kiron and BASF have been working together to support refugees in the Rhine-Neckar region to access educational opportunities. The aim of the project was not just to recruit new students to begin their online studies with Kiron, but to create a supportive online community and help connect them with universities or other organizations in the region. To foster lively exchange among students, Kiron has further developed its community tools on Kiron Campus and stayed in touch with learners in the region through chat and email support. Students who are not located in urban areas often lack access to learning opportunities and resources and can therefore benefit from an active online community and support.

By the end of the project in November 2020, 96 students in the Rhine-Neckar region were active on Kiron Campus. The ratio of female students had increased from 20% in December 2019 to 24% in November 2020. The majority of students were originally from Turkey (45%), followed by Syria (38%). Based on a survey conducted in early 2021, 73% of Kiron students residing in the Rhine-Neckar region report that they gained new knowledge or developed new skills with Kiron, while more than half felt supported integrating in Germany, and over a third felt more self-confident after studying with Kiron. Kiron continues to support the students to continue their studies on the platform, while some were able to take the next step in their careers and either transferred to a university or successfully entered the job market.

Porticus: Connecting Minds – Connecting Futures

A robust Monitoring, Evaluation, and Learning framework has been built and implemented thanks to our collaboration with Porticus. This partnership has also allowed us to build a truly global and connected community of learners and create high-quality open educational resources.

EPIC Foundation: Developing the Collective Impact Campus Initiative

EPIC Foundation is one of our long-lasting partners who has supported Kiron since 2017 through unrestricted funding thus enabling innovation and changes within the organization. Thanks to the support from EPIC Foundation, Kiron has been able to pivot its model and focus on a larger impact through the Collective Impact Campus.

“Launching YUFE online is a great way to promote educational mobility and enable an inclusive dialogue on Europe’s future. We at Kiron are very pleased to have taken on, with our expertise in the field of online education, the technical development towards the implementation of the YUFE Student Portal concept.”

TOBIAS ERNST, KIRON.

Academic Partners

Non-Academic Partners

Porticus: Connecting Minds – Connecting Futures

EPIC Foundation: Developing the Collective Impact Campus Initiative

YUFE: Young Universities for the Future of Europe

While the COVID-19 pandemic has fundamentally disrupted physical student mobility in Europe, the Young Universities for the Future of Europe (YUFE) Alliance has been actively working to develop the YUFE Virtual Campus, a unique and virtual environment for all members of the YUFE community. YUFE brings together ten dynamic, young, student-centered research-based universities and four non-academic partners from the non-governmental and private sector, to join forces to create an impactful, dynamic European University of the future, as open and inclusive as possible. The YUFE Student Portal is the first aspect of the Virtual Campus to be launched and will facilitate academic training, virtual mobility, continuous learning, and cultural exchange across the whole alliance.

Kiron created the technical infrastructure of the portal and digitalized the application process for students and universities. This was done while fulfilling all data protection challenges that arise in such cross-organizational projects including fine-grained access to student data as well as GDPR compliant consent handling. Moreover, an API (Application Processing Interface) to synchronize courses from partner universities to the virtual campus was designed and developed alongside the University of Bremen.

EPIC Foundation continues to support the students to continue their studies on the platform, while some were able to take the next step in their careers and either transferred to a university or successfully entered the job market.

We are grateful for the fruitful collaboration with BASF over the previous three years and are thrilled to be able to count on BASF for supporting our new initiative, the Collective Impact Campus, which aims to further localize our offers in collaboration with partner organizations that share Kiron’s vision of equal access to education for everyone.

KIRON ANNUAL REPORT 2020
Organizational development in 2020

Last year, two of Kiron’s historically largest teams – Education & Produtech – merged into one agile team, now known as EdTech. This was the first step towards an agile transformation at Kiron. Since then, we have been working towards adopting agile work methods that work for us and generate more impact-driven solutions for our students.

In 2020 we designed goals that would effectively guide us to our mission of creating a virtual home for learning, personal growth, and collective impact. Every team received support in implementing or adapting agile work methods and improving cross-team collaboration. Our next step was to sharpen our impact model and emphasize accountability. That led us to develop a living Monitoring, Evaluation, and Learning (MEL) framework as well as updating our organizational Objectives and Key Results (OKRs), which will be continuously reviewed and redefined to be most impactful.

Kiron Values

At the beginning of 2021, we further developed Kiron’s values as a team. We shared what we really felt underscored Kiron’s mission and defined seven values together that we felt committed to. These values will be the cornerstone of our work and our decision-making, paving the way towards our shared vision. The values are as follows:

• Student-centeredness
  We prioritize our students when making decisions and taking action.

• Commitment
  We are dedicated to our vision and mission, our students, partners, and co-workers to work together on collective impact.

• Creativity
  As individuals and as a team, we come up with innovative and smart solutions to tackle complex challenges and promote positive change.

• Respect
  We are mindful with each other, our students, and our partners – mutual respect is the foundation of successful collaboration.

• Social Responsibility
  We make responsible decisions valuing their impact on individuals and society.

• Continuous learning
  We as an organization are constantly expanding our knowledge, continuously iterating and improving, re-examining, experimenting, innovating, and reflecting about our work.

• Organizational health
  We work towards a long-term impact prioritizing financial sustainability and work-life balance.
Organizational Structure

Management

Dr. Tobias Ernst
CEO

Flora Kwong
CHIEF OPERATING OFFICER

Reem Mansour
COUNTRY DIRECTOR
JORDAN

Lea Batal
COUNTRY DIRECTOR
LEBANON

Country Directors

Nekesa Were
DIRECTOR OF STRATEGY
AT AFRILABS

Anna Hässlín
PROGRAM HEAD,
MIGRATION & INTEGRATION
AT THE SCHÖPFLIN STIFTUNG

Ulrich Plett
INDEPENDENT AUDITOR

Peter van der Hijden
HIGHER EDUCATION
STRATEGY ADVISOR

Simon Nelson
GROUP DIGITAL DIRECTOR,
NORD ANGLIA EDUCATION

Sajitha Bashir
FORMER ADVISER, OFFICE OF
THE GLOBAL DIRECTOR
EDUCATION AT THE WORLD BANK

Jamie Alexandre
EXECUTIVE DIRECTOR,
LEARNING EQUALITY

Advisory Board Members

This year we expanded our advisory board to seven members from a variety of sectors to strengthen our impact. We are thrilled to have their expertise driving Kiron’s strategic opportunities to create solutions that will broaden the educational opportunities for underserved communities worldwide.

“I am excited to join the Kiron Advisory Board and to partner with them to position the education system as a tool for the democratization of knowledge and innovation, and as a tool to create solutions that help enhance dignity of people through education in underserved communities around the world.”

NEKESA WERE
In 2020, Kiron became a social enterprise by founding its for-profit subsidiary company, Kiron Digital Learning Solutions GmbH (aka ‘Kiron Digital’). Having recognized the critical need for digitalization in many sectors, we decided to open up our technology and expertise to partners who serve other user groups. We set up digital learning platforms for these organizations by providing our own learning platform as a Software-as-a-Service (SaaS) solution. In addition to that, we at Kiron Digital support partners with the development of learning materials and consulting on digital education. The generated income is supporting the work of the non-profit body of Kiron, educating refugees worldwide.

Social Business Model

A social business solves societal challenges through an entrepreneurial approach. Our new subsidiary Kiron Digital is fully owned by our non-profit organisation. The goal is to not only finance the education of refugees worldwide, but also support other stakeholders in the 3rd sector and beyond with the digitalisation of their services. Thereby, we cannot only scale the impact of Kiron as an NGO, but also the impact of our partners.

A crucial point for us was to broaden our funding portfolio and thus mitigate financial risks. In general, we see the access to free education at a critical stage with more and more resources being put behind payment walls. Therefore, we wanted to go for a pricing model our partners can calculate with easily, even while scaling, with no monthly fees attached to the user numbers or fees for individual courses.

Future outlook

At Kiron Digital, we want to enable and provide digital education with social impact through services ranging from a digital learning platform to course creation and education consultancy. We firmly believe that digital tools are just part of the story as digital tools have to be used and filled with resources in a way that matches the needs of the customers.

By developing new features, we further develop our platform and become a digital space for participatory learning. By including digital project rooms, we enable true collaborative learning, focus most MOOC platforms don’t cater to.

In addition, many organizations are left behind as many digital tools are only developed for the newest smartphone. We want to break down these walls and shape a more accessible digital education system with a platform optimized for low-bandwidth and old devices.
Case studies

We are honored to have onboarded our first two partners after only a few months. The START Foundation and Chancenwerk e.V. were the first to trust in our skills and digitalize their services and programs with us. Both actors serve youth in schools by providing learning assistance and non-formal education. Without online content throughout the Covid-19 crisis, they encountered challenges in reaching their target groups. We are glad to become an integral part of their work and the impact they provide.

START

The START-Stiftung gGmbH is a prominent provider of educational and engagement opportunities for talented young people with migration experience. They award student scholarships with a focus on imparting skills, coaching, and financial support as the only organization nationwide.

Together with START, we launched their START Campus, allowing their stipends to connect, learn and grow together in the online space.

Chancenwerk

Chancenwerk e.V. is a non-profit based in Germany that advocates for fair educational opportunities within partner schools across the nation. Their “learning cascade”, where older students and pupils educate younger learners, is a highly innovative and successful model.

Chancenwerk has moved their tutoring sessions online to the Chancencampus and aims to create an ecosystem for learning in schools – supporting learners with their innovative model of the “learning cascade”.

Co-creation in action

Along with our partners, we have further developed our technology and created a new feature: digital project spaces. With this, we are more than just a learning platform, but a space where different groups can connect online and grow together. When a learner is joining a project space, they can access shared materials and interactive tools with fellow project members. The results of these joint learning exchanges can then be shared with the whole community on the platform.

This development is crucial for online learning scenarios in which the personal development of the learner, not a grade, is the goal. The biggest success for us is moving closer to our own mission by co-creating the best solutions together with our partners.

As social intrapreneurs within Kiron, the Co-Management Directors Hannes and Sabrina share their responsibilities as the management team of Kiron Digital. Having been integral to Kiron Open Higher Education’s success over the past few years, Sabrina Konzok and Hannes Krengel will be acting as liaisons between the social enterprise and the nonprofit entities.

Hannes Krengel

Hannes is a proud dad and (office) dog owner, who has been leading product development teams over the past decade to build outstanding products from scratch that served hundreds of thousands of users globally.

Sabrina Konzok

Sabrina has been working on education and social innovation for over a decade and has established various ecosystems at organizations such as the Red Cross at the international level to the Social Entrepreneurship Network in Berlin.

“We see the chance to turn a unique product into a platform that will enable organizations to leap forward into digitalization. Our goal is to create an ecosystem of Campuses around the globe that will mutually benefit from each other’s efforts in educating their target groups.”

“Given the rapid changes due to digitalization, how we educate determines how our future will look like. As a social enterprise, we want to shape new paths for financing education for all.”
Consultancy projects

FRAUNHOFER FOKUS eGov Campus
CONSULTING SERVICES

The eGov Campus offers educational opportunities at the university level around the topic of e-government and administrative informatics. After partaking in the various learning modules, participants will become digital experts in public sector issues and sustainably improve their career opportunities. Within this consulting service, we offered workshops on the topic of e-learning course development with multiple stakeholders and subject matter experts and developed interactive learning modules along with the project team. We also advised on lesson didactic design and how to implement interactive elements such as H5P into learning modules.

GIZ Project
“Supporting the Latin America and Caribbean Initiative of the German Federal Foreign Office”
CONSULTING SERVICES

We supported the GIZ in the creation of the training formats for the Latin America and Caribbean Initiative. The initiative was launched in 2019 by the German Foreign Minister Heiko Maas with the aim to strengthen the partnership between the regions. Within three joint workshops between Kiron, the GIZ and the Justice Studies Center of the Americas (Centro de Estudios de Justicia de las Américas – CEJA), the educational framework for the development of digital education and training formats in the component “Rule of law cooperation between Latin America and the Caribbean and Germany” was developed. Within three workshops, we advised the aforementioned organizations in the topics of curriculum design and storyboarding. Based on our consultation and didactic support, the GIZ with its partners was able to develop an online course for criminal justice experts (Judiciary, Prosecution and Police) across multiple nations in Latin America and the Caribbean to improve the performance of legal institutions in their investigation of cases of gender-based violence and enhance the access to justice for its victims.

Consulting services for the AI Campus
CONSULTING SERVICES

At the heart of the German Federal Government’s Artificial Intelligence (AI) strategy is the goal of organising a lively and engaged dialogue on AI developments between all members of our society, including businesses, research and civil society leaders, as well as young people planning their future education and adults relaunching their professional careers. At Kiron, we believe that a comprehensive but easily accessible course on AI basics is central to achieving this goal.

With funding from the Federal Ministry of Education and Research (BMBF), the Stifterverband, the German Research Center for Artificial Intelligence (DFKI), the Hasso Plattner Institute (HPI), NEOCOSMO and the mmb Institute are jointly building the AI Campus, a learning platform on the topic of Artificial Intelligence. Kiron was contracted by the AI Campus to create a thorough but approachable online course called “Launchpad to Fundamental Questions on AI”. The course consists of four modules that cover the fundamentals of AI in an easy to understand, accessible and informative format for a wide range of audiences. In order to reach as many people as possible and to achieve a high level of coverage, this course is offered in English (while ensuring good comprehensibility). The course was based on the popular, open-license graphic-non-fiction book “We Need to Talk, AI: A Comic Essay on Artificial Intelligence” written by Julia Schneider and illustrated by Lena Ziyal.

Atingi
CONSULTING SERVICES

Atingi.org is a global digital learning platform implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the Federal Ministry for Economic Cooperation and Development. The platform offers free learning content for students, entrepreneurs and professionals. As consultants, Kiron developed a cooperation model for atingi to enable it to forge relationships with corporate partners and their foundations in the area of digital economy. Additionally, Kiron supported the CSR in the scouting of a long list of potential companies from the digital economy for the implementation of the cooperation model.

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### Income Statement

**FOR THE FISCAL YEAR 2020**

<table>
<thead>
<tr>
<th></th>
<th>CURRENT YEAR</th>
<th>PRIOR YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from Grants &amp; Donations</td>
<td>2,520,658</td>
<td>4,213,236</td>
</tr>
<tr>
<td>Income from Revenues</td>
<td>301,084</td>
<td>258,388</td>
</tr>
<tr>
<td>Other Income</td>
<td>271,428</td>
<td>75,236</td>
</tr>
<tr>
<td>Total Income</td>
<td>3,093,170</td>
<td>4,546,860</td>
</tr>
<tr>
<td>Cost of Project-Related Services</td>
<td>-342,218</td>
<td>-324,184</td>
</tr>
<tr>
<td>Personnel Costs</td>
<td>-2,096,751</td>
<td>-3,339,102</td>
</tr>
<tr>
<td>Depreciation Expenses</td>
<td>-79,837</td>
<td>-90,465</td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>-581,347</td>
<td>-703,033</td>
</tr>
<tr>
<td>Interest and Related Expenses</td>
<td>-9,447</td>
<td>-2,049</td>
</tr>
<tr>
<td>Taxes on Income and Earnings</td>
<td>-6,534</td>
<td>-1,486</td>
</tr>
<tr>
<td><strong>Net Surplus / Loss</strong></td>
<td><strong>-22,964</strong></td>
<td><strong>86,572</strong></td>
</tr>
</tbody>
</table>

### Balance Sheet

**AS AT 31 DECEMBER, 2020**

<table>
<thead>
<tr>
<th></th>
<th>31 DEC 2020</th>
<th>31 DEC 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Assets</td>
<td></td>
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<tr>
<td>Intangible Assets</td>
<td>97,507</td>
<td>150,693</td>
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<tr>
<td>Tangible Assets</td>
<td>20,071</td>
<td>47,105</td>
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<tr>
<td>Investment in Subsidiary</td>
<td>34,678</td>
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<tr>
<td><strong>Total Fixed Assets</strong></td>
<td><strong>152,256</strong></td>
<td><strong>197,798</strong></td>
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<tr>
<td>Current Assets</td>
<td></td>
<td></td>
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<tr>
<td>Receivables and Other Assets</td>
<td>169,793</td>
<td>392,567</td>
</tr>
<tr>
<td>Cash and Equivalents</td>
<td>257,245</td>
<td>342,700</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>7,389</td>
<td>52,790</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>434,427</strong></td>
<td><strong>788,057</strong></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>586,683</strong></td>
<td><strong>985,855</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>31 DEC 2020</th>
<th>31 DEC 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Liabilities &amp; Shareholder’s Equity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholder’s Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subscribed Capital</td>
<td>25,004</td>
<td>25,004</td>
</tr>
<tr>
<td>Retained Earnings / Deficit</td>
<td>33,380</td>
<td>-53,192</td>
</tr>
<tr>
<td>Net Income / Loss for the Year</td>
<td>-22,964</td>
<td>86,572</td>
</tr>
<tr>
<td><strong>Total Shareholder’s Equity</strong></td>
<td><strong>35,420</strong></td>
<td><strong>58,384</strong></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unspent Grants &amp; Donations</td>
<td>291,778</td>
<td>543,277</td>
</tr>
<tr>
<td>Accruals &amp; Provision</td>
<td>122,464</td>
<td>91,089</td>
</tr>
<tr>
<td>Payables and other liabilities</td>
<td>137,022</td>
<td>293,105</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>551,264</strong></td>
<td><strong>927,471</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Shareholder’s Equity</strong></td>
<td><strong>586,684</strong></td>
<td><strong>985,855</strong></td>
</tr>
</tbody>
</table>
Thank you

Turning ideas into opportunities

Thank you to our supporters

2020 has been a challenging year. We have been very fortunate that our supporters responded swiftly to ensure that our mission remained the top priority.

We would like to extend our gratitude to all of Kiron’s supporters, who have stood by our mission, placed trust in our work, and have helped us impact the lives of so many students worldwide.

We would also like to extend a big thank you to everyone who has supported us and our learners with donations, regular contributions, gifts-in-kind, or by dedicating their time and energy by volunteering or providing pro-bono support.

We could not have done it without you!
Scale up impact for our students
Since 2015, more than 50,000 students have passed through Kiron Campus’ virtual doors. Our current student number is 12,000, having doubled since 2019. Going forward, we are committed to working together with other organizations to broaden our reach and increase our collective impact. We will:

• open up the Kiron Campus for minors aged 15 years and up who are interested in bridge programs
• become the standard-setter in developing and implementing safeguarding measures for minors and adults alike in digital spaces
• continuously enhance our product to be even more valuable to both blended and self-paced learning environments with low internet connectivity
• achieve 50,000 active students (on annual basis) by the end of 2022.
Strengthen our culture of evidence-based decision making

As an agile EdTech organization, Kiron’s work is strongly guided by evidence, learning, and analysis. By doing so, we further developed our Monitoring, Evaluation, and Learning (MEL) Framework to continuously improve the evaluation of our activities and long-term impact. With our non-profit model, it is especially critical to use our funds and resources in the most efficient way to achieve our mission of becoming a virtual home for learning, personal growth, and collective impact. Through constant iteration, we adapt our work incrementally based on incoming data and ongoing analysis to maximize our impact. In this regard, Kiron aims to become a role model for digital transparency.

Through our Collective Impact Campus initiative, we will set up an ecosystem of collaboration. By actively identifying partners to build strategic alliances, we align our fundraising with our product to build more robust and valuable integrated pathways for our students depending on their goals and their local contexts.

Through our Collective Impact Campus initiative, we will set up an ecosystem of collaboration. By actively identifying partners to build strategic alliances, we align our fundraising with our product to build more robust and valuable integrated pathways for our students depending on their goals and their local contexts.

2023 and beyond

Kiron Campus will be the largest educational hub for social organizations to come together, share resources, learn from each other, and collectively achieve United Nations’ SDGs 4 and 8. We will have a full-fledged ecosystem of partners for our three major student pathways: employment, entrepreneurship, and university. Across all pathways, we support the development of future skills, growth mindset, and social belonging.

Kiron will remain an EdTech leader in disrupting and innovating traditional education systems. We will leverage new technology to facilitate more successful blended and self-paced learning programs, with a focus on skill-building and personal development.

Through collective impact partnerships, Kiron will continue to double its student numbers annually, serving at least 100,000 students by 2024 and becoming the largest virtual home for refugees and underserved communities in the world.

All of this brings us into the position – and responsibility – to make a difference on a global level. We truly believe that currently disadvantaged students can become societal leaders – and that we need them. The future of our planet is at risk and the poorest of us will be hit hardest. We have no choice but to succeed.
Support our mission!

Make a tax-deductible donation via www.kiron.ngo
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