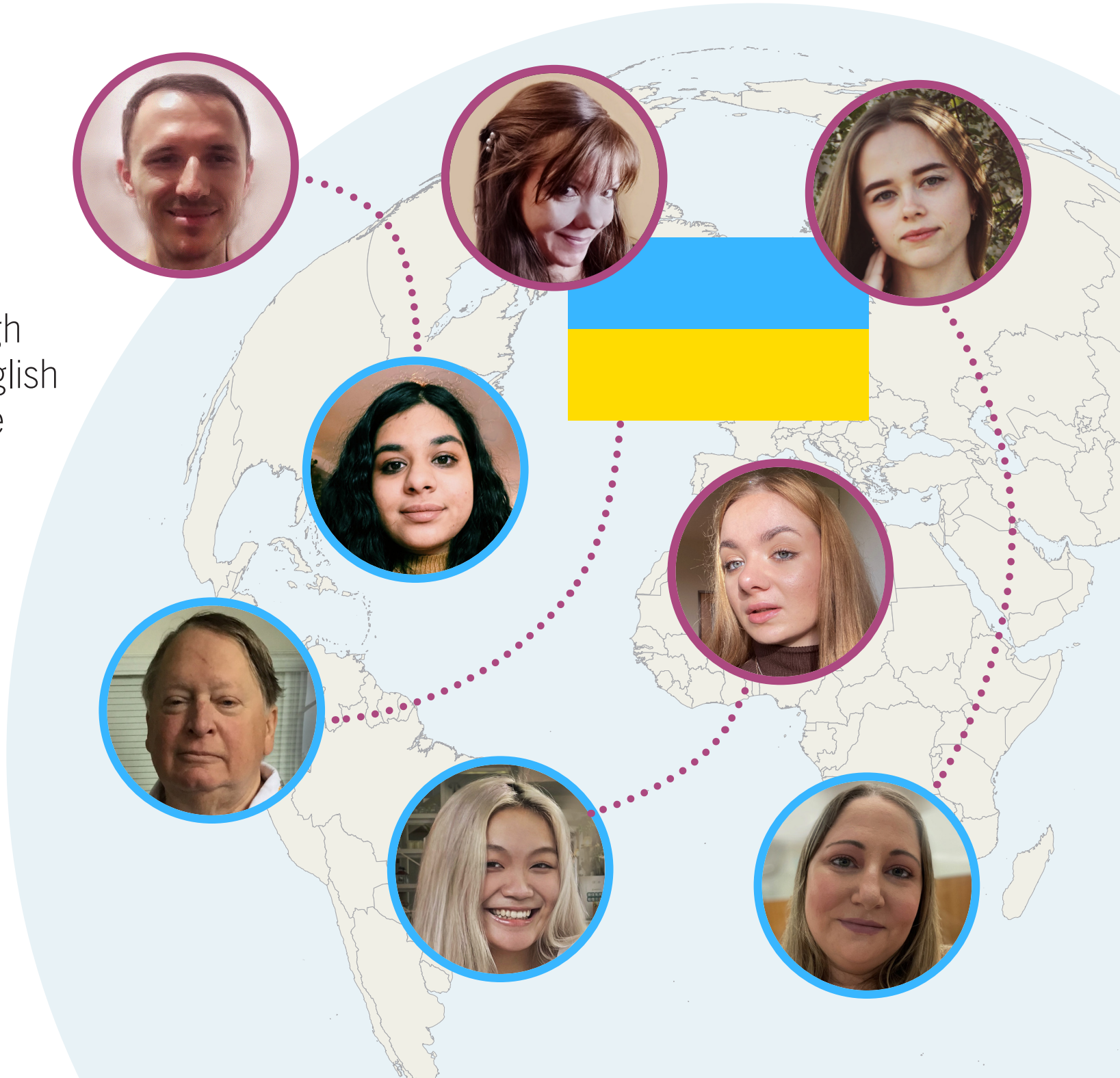
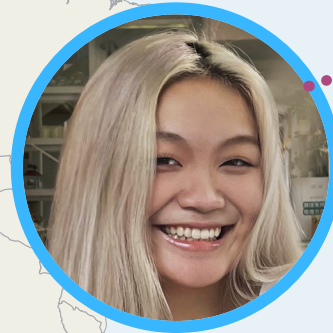
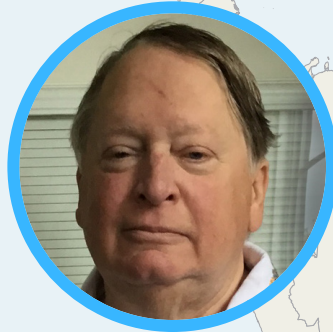
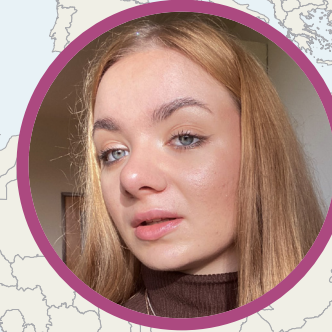




**Rebuilding
Ukraine** Through
the Power of English
and One-on-One
Connections

2022 Annual Report



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“

For me, ENGIN is an incredible project and an opportunity to move forward, develop and build a decent future not only for myself but also for the country in which I live! ”

Inna, ENGIN student

Cover: from top left, ENGIN students Volodymyr, Olga, Anna, and Anastasiia; ENGIN volunteers Michelle, Yoyo, Jim, and Moon.
Back cover: community event for ENGIN students and volunteers

Letter from the CEO



Katerina Manoff
Founder/CEO

Dear ENGIN community, friends, and supporters,

I am both excited and humbled to share with you our annual report for 2022—a challenging, transformational year for our one-of-a-kind program for Ukrainian youth.

As for so many in Ukraine, February 24th was a defining moment for ENGIN. Before the war, ENGIN was a peer-to-peer program for Ukrainian teenagers, helping them brush up on English and learn about new cultures. Then Russia invaded, turning our world upside down.

The war brought massive unemployment, interrupted schooling and widespread trauma. Millions of families were forced to become refugees in foreign lands. The Ukrainian economy was shaken to the core.

ENGIN pivoted rapidly to adapt to this new reality. Within a month, we expanded the program to serve younger students, adults who had lost their jobs, and refugees worldwide.

The need was great, but our fearless team in Ukraine rallied to meet it. We redesigned the program to

accommodate a wider range of participants. We recruited thousands of new volunteers. We ramped up our onboarding processes, growing to 12,500 students and over 23,000 total participants by year-end. And, we successfully launched our new online platform, which will allow us to reach 100,000 students in the future.

A quick glance at our 2021 annual report shows just how much ENGIN has changed over the past year. Today, we offer Ukrainians not just English practice and cross-cultural exchange, but also a pathway to a new job, emotional support, and a distraction from the horrors of the war. For volunteers, the program is the most accessible (and often the only) option for directly helping Ukrainians—no special skills required.

We look forward to seeing where 2023 takes our no-longer-little nonprofit. We have big plans—but we also know that life is full of surprises, good and bad. So, please come along for the ride, and let's see what lies in store.

Sincerely,
Katerina Manoff
ENGIN Founder/CEO

Our Program

12,500
students

11,000
volunteers

110
partners in Ukraine

129
partners outside Ukraine

32
team members

ENGin is a grassroots nonprofit dedicated to rebuilding Ukraine through the power of the English language. Our one-of-a-kind program aims to pair 100,000 Ukrainian youth with English speakers worldwide for free online conversation practice and cross-cultural connection.

For students, the program serves as a widely accessible educational opportunity, a path to a better job, and a lifeline for emotional support during a difficult time. For volunteers of all ages (14-80+), ENGIN is a unique chance to make a tangible difference in a Ukrainian's life from the comfort of home. Our team is primarily based in Ukraine, where they are currently braving missile attacks and power outages to keep the program running 365 days a year.

Today, ENGIN is a global movement, but it started with a single Zoom call. Katerina, a Ukrainian-American mom, volunteered to mentor a Ukrainian teenager and discovered that her mentee struggled to maintain a conversation in English despite having studied the

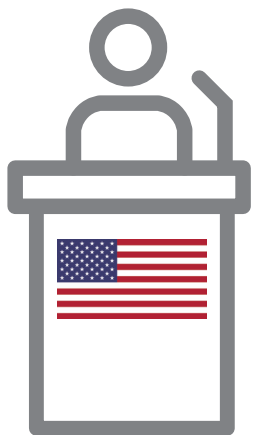
language for a decade. Katerina discovered that, while English is studied widely in Ukraine, most Ukrainians never learn to actually speak. On an individual level, this prevents young people from accessing promising academic and professional opportunities. On a national level, it stunts economic growth and social progress, and keeps Ukraine isolated from the West. ENGIN was founded to change this narrative—to activate Ukrainians' (and Ukraine's) enormous potential by helping students smash the language barrier in a matter of months.

ENGIN was officially launched in early 2020, and has grown exponentially since then. We've figured out an effective formula for engaging volunteers on an unprecedented scale, which allows us to serve an entire generation of youth and ultimately support Ukraine on a nationwide level. No other program provides the same level of access or impact while maintaining the human factor—the one-on-one relationships that form the core of our model. You can learn more about us via our intro video: <https://www.youtube.com/watch?v=LniVDLzB1oA> or our website: <http://www.enginprogram.org/>

Our Vision

The year is 2050. In Washington DC, or perhaps Kyiv, the president of Ukraine is giving a press conference with the president of the United States. They announce new joint initiatives between the two nations—economic development projects, scientific collaborations, cultural and educational programs. And then they add,

“We’ve known each other for a long time—we met as teenagers at ENGIN.”



Our Work This Year

OVERVIEW

In 2022, we continued to grow rapidly, surpassing our target of 10,000 students and reaching **12,500** students overall. As we grew, we also made improvements to our program, including three major initiatives that will be crucial to reaching our ultimate goal of **100,000** students.

- **We expanded our program to serve older students,** raising our student age limit from 22 to 35 and recruiting thousands of adult volunteers age 18–80+ to work with our new cohort of adult participants. This expansion required us to adapt all parts of the program: from the places we seek students and volunteers, to the messaging we use to attract them, to our application, interviews, and training for new participants, to our curriculum and support processes.
- **We launched the first version of our online platform,** which removed prior limitations on program size. Until September 2022, we depended on a patchwork of Google Sheets and Google Forms to keep track of participants, which capped us at around 10,000 students. With a proprietary database and custom-designed web

apps for both staff and participants, we can support **100,000+** students and offer a vastly improved user experience to all participants.

- **We began building our fundraising capacity** among both individual and institutional donors. We were fortunate to receive pro bono support of Bandit and Scout Productions to create a professional promo video to introduce our organization to potential supporters. We also worked with pro bono designers at Awesomic, who helped us create consistent branding for our pitch deck, flyers, and postcards.

Throughout 2022, we held two online fundraisers in our community (our Back to School fundraiser in August and our annual Holiday Drive in December). We received grants from the Achelis Bodman Foundation, Nova Ukraine, the Ukrainian American Cultural Club of Houston, and the Greenwich Rotary Club. We also received corporate contributions from italki, Svitla Systems, AppFire, and Ally Financial.

Midway throughout 2022, we registered our new 501(c)3 public charity, ENGIN, Inc (previously, we operated under a fiscal sponsor).

182

ENGIN ambassadors

17,450

social media followers

88

media and social media mentions in Ukraine

39

media and social media mentions in the US

37

new partnerships formed in Ukraine

25+

live presentations to potential volunteers

STUDENT AND VOLUNTEER RECRUITMENT

ENGIN's scale is one of the factors that make us unique; a comprehensive recruitment strategy is essential for reaching thousands of students and volunteers each year. In 2022, we used a wide range of approaches for sharing our program with Ukrainian youth and English-speaking volunteers.

Media/Social Media Outreach

In 2022, ENGIN was featured in over **120** publications, including TV appearances, newspaper articles, and social media posts. These include **88** mentions in Ukraine and **39** in the US. Our media coverage includes such prominent media outlets as Forbes UA, New Channel, Osvitoria, and Business Censor in Ukraine, and Fox News and The Village Voice in the US.

Student Recruitment Partnerships

Our student recruitment partners are organizations working with Ukrainian youth who commit to sharing the program with their audiences. This year, we established new student recruitment partnerships with **37** partner organizations, including: **7** schools; **13** hubs; **8** universities; **5** educational centers; **3** other organizations. This helped us reach our target of **100** student recruitment partners.

To enhance the student recruitment partner experience, we started building a partner community that will connect partners and encourage them to remain engaged with us. We also conducted interviews and surveys to understand partners' needs and improve their experience.

Volunteer Recruitment Partnerships

Grassroots outreach continues to be a primary method of recruiting volunteers. In 2022, we contacted thousands of organizations to spread the word about our program. As in prior years, we reached out to high schools and universities in the US. We have also made initial attempts to conduct outreach in Canada, Australia, New Zealand

“

Since the war started, I've realized that this is the most important thing I do during my week: sit down for an hour with someone who genuinely wants to learn English, wants to improve their English skills, and speak with them. It's incredibly rewarding, and I love every minute of it.”

Katherine, ENGIN volunteer

and the UK. To attract older volunteers, we have also reached out to corporations, churches, libraries, and civic clubs (Rotary, Lions, Junior Leagues, etc).

Virtual and In-Person Events

This year, we began representing ENGIN at various events. In the US, we presented to **20+** Rotary clubs and several other civic and religious groups.

In Ukraine, we were selected to present at the XI Civil Society Development Forum forum in Kyiv (**14%** acceptance rate).

Ambassador Programs

To complement our recruitment efforts, we launched Volunteer Ambassador and Student Ambassador programs. Ambassadors are dedicated ENGIN participants

who complete a special training and receive resources to recruit new students and volunteers in their communities. We have **150** volunteer ambassadors and **32** student ambassadors.

Word of mouth continues to be a key source of participants, with about $\frac{1}{3}$ of students and volunteers reporting that they heard about ENGIN from a friend or family member.

Results

16,899 volunteers applied to join ENGIN in 2022; **56%** completed the onboarding process and were matched to students. **23,614** students applied to join ENGIN in 2022; **46%** completed the onboarding process and were matched to volunteers.



It's been a fantastic experience learning about my student and getting to know her. I've noticed that since I've been working with her, her English has improved tremendously. Her pronunciation is much better, and we're working on advanced grammar now. So it's super rewarding to be able to help her with that. ”

Lorrie, ENGIN volunteer

40,513

applications processed

9.4/10

average satisfaction with onboarding interview

9/10

average satisfaction with volunteer training

9.5/10

average satisfaction with student orientation

9.4/10

average satisfaction with ENGIN match

ONBOARDING PROCESSES

We receive hundreds of student and volunteer applications every week. We aim to process them quickly and accurately, while keeping the experience transparent and simple for our applicants. The basic steps of our onboarding process are:

- Initial application
- Interview
- Program agreement
- Training or orientation
- Getting a match

Moving to our new proprietary online platform has helped us significantly professionalize the onboarding experience. For example, all new participants now create user accounts, allowing them to track their status in the onboarding process. We've also made our application adaptive, making it easier to complete. After submitting their initial application, students and volunteers receive an immediate decision, shortening wait times.

Participants who are invited to move forward can schedule interviews right away. We have standardized our interview process and built out detailed criteria for acceptance to address every situation and remain consistent across our team of **10+** interviewers.

Participants rated their overall satisfaction with their interviews **9.4/10** (feedback survey, 775 responses).

Participants who pass the interview sign their program agreements on the platform and can then schedule a training (volunteers) or new student orientation (students). We have made substantial improvements to both of these, introducing interactive activities and professionally designed PowerPoint slides to increase engagement. We also added new topics, such as adapting to wartime realities, technical guidance on our new platform, and preemptively addressing the main pain points seen by our customer service team.

For incoming volunteers, we also shifted to a 2-part format for more thorough volunteer preparation and added an asynchronous training option. For incoming students, we made orientation mandatory (it had previously been optional).

Our live trainings are consistently rated **9/10** by volunteers. Our student orientations are rated **9.5/10** (feedback survey, 3,978 responses).

Making good matches between students and volunteers is integral to our success. This year, we continued to

refine our matching criteria, adding factors such as desired length of program participation and volunteers' preferences for student levels. Participants' overall satisfaction with their matches was **9.4/10** (feedback survey, 1044 responses).

Many participants need an extra nudge or two to complete the onboarding process. In 2022, we closely analyzed where and how we were losing participants and created a comprehensive set of reminders at each step of the process.

Finally, we began limiting the number of applications we accept weekly in order to ensure that we have the capacity to process and match applicants in a timely manner.

STUDENT AND VOLUNTEER SUPPORT (AKA CUSTOMER SERVICE)

ENGIN provides customer support via email 7 days/week. This year, we resolved over **30,000** issues; **78%** of students/volunteers received their reply within 24 hours. Our agents were able to resolve **82%** of tickets with a single reply.

We worked hard to improve the quality of our support throughout the year. For instance, we created a



ENGIN buddies Myroslava and Lorelei meet in Europe

comprehensive knowledge base for typical issues and templates to ensure consistent responses. We also established processes for escalating issues to various teams and working smoothly with colleagues across the organization to get quick, accurate responses to any inquiry.

Our volume of tickets per month increased from 1,300 at the beginning of the year to nearly **3,000** at the end of the year. With our improved processes, we were able to handle this increase with the same number of agents.

30,000questions answered
by support team**78%**of emails receive
reply within 24 hours**32**online student
communities**4**online volunteer
communities**4**differentiated
curricula**STUDENT AND VOLUNTEER EXPERIENCE**

In addition to answering participant questions and solving problems, we have several proactive approaches for enriching students' and volunteers' experience at ENGIN.

The foundation of the participant experience is regular communication with our team. In 2022, we shifted from monthly to **biweekly** emails with news, updates, and resources for both students and volunteers. We introduced a new, more engaging format for emails, including more images, videos, and real-world stories of ENGIN participants.

We also offer opportunities for students and volunteers to connect with each other. Students can join themed online Telegram communities. We have **32** communities with almost **1,000** total participants. Themes include fitness, entrepreneurship, book club, cooking club, and many more. Each community is moderated by an ENGIN volunteer. We also collaborate with companies to offer exclusive prizes and free services to community members.

Volunteers can join one of four online communities to exchange ideas and experiences. These include Facebook (~**700** members), Telegram (~**400** members), Discord (~**1,600** members), and Reddit (~**250** members).

For our high school and college volunteers, we offer support with creating an ENGIN club at their educational institution. Clubs hold events, provide support to members, and recruit new volunteers.

From a pedagogical perspective, this year we continued to make sure volunteers are armed with all the tools they need to deliver quality sessions week after week. We finalized our core curriculum for intermediate/advanced students (**18** months of content). We also built out separate sets of materials for beginner learners, for young learners (age 10–12), and asynchronous sessions (to keep learning going when the power is out). These highly interactive materials incorporate a wealth of free, real-world online resources—YouTube videos, games and quizzes, debate prompts and reading selections at every level.

We also introduced ongoing professional development for volunteers via biweekly pre-recorded videos with pedagogical recommendations and practical pieces of advice. These trainings deliver opportunities for continuous growth through a manageable, “bite-size” approach.

Our Director of Teaching and Learning also piloted

various options for direct support, from Q&A posts in our volunteer communities to one-on-one email support to regular Zoom webinars with students and volunteers.

Finally, we made improvements to two volunteer-specific programs in 2022: volunteer hours certification and the volunteer mentor program. A number of our younger volunteers need documentation of their volunteering for school/university. We streamlined the process for receiving such documentation from ENGIN. We also offer new volunteers the option of meeting with a more experienced volunteer to help them get started with their students.

SOCIAL MEDIA

Our social media channels target multiple audiences and serve several purposes. First, they are effective student and volunteer recruitment tools, welcoming prospective participants. Second, they are one of our primary ways for connecting with current participants—sharing program updates, learning tips, motivational stories, and other relevant information. Finally, social media presents our organization to potential partners and donors.

In 2022, we redesigned our Instagram account and reached **10,200** followers (over 2x growth). We

developed a new Facebook strategy tailored to our adult volunteers, and reached **3,400** Facebook followers (over 2x growth). We launched a YouTube channel, which now has over **600** followers, and relaunched our Telegram channel (**2,400+** followers) and our LinkedIn page (**850** followers).

OUR TEAM

As our program grew, so did our organization. In 2022, we professionalized our team, creating a department structure and a core team of department leaders. We filled most of the key gaps on our team, including:

- Head of Student and Volunteer Support
- Director of Teaching and Learning
- Director of Communications
- Director of Volunteering and Corporate, and Community Partnerships

These new hires were crucial to our ability to keep growing while maintaining program quality, and spearheaded most of the initiatives described above. Our new structure also allowed us to begin putting in frameworks for goalsetting, performance measurement, and professional development. Department leads began meeting with their teams regularly, providing ongoing training, and monitoring performance.

Meet Our Participants

OLGA AND JORGE

Olga has been with ENGIN for five months. Like many of her fellow students, she says that ENGIN is not just a way to improve her speaking and listening skills and her vocabulary knowledge, but also a great opportunity to find new friends and become self-confident.

Olga and her ENGIN buddy Jorge discuss everything from the Eiffel Tower to Pokemon. Their conversations offer a distraction from war while introducing her to a new world. She recommends the program to those who are looking for an opportunity to practice communication skills in English. “Please, no fear! Every house begins from brick, every art begins from brush strokes and every language begins from words. English begins with ENGIN,” says Olga.

Olga’s volunteer Jorge is happy to be able to make a friendly connection with his students, to help them enhance their English language skills while focusing for a brief period of time on something fun, interesting and amusing. “I like that my students feel confident enough to make mistakes because this is the precise moment to

make them. And they keep enhancing their vocabulary and pronunciation. Personally it makes me feel useful by helping someone else to develop their skills,” shares Jorge.

LIDIIA AND CAROL

Lidiia, a marketing manager from Kyiv, has been communicating with her ENGIN volunteer Carol for more than seven months now. In their weekly meetings, she’s found much more than English skills —she’s also discovered confidence, friendship, and emotional support.

“Carol always supports me and says that my English is great. I believed her and stopped being afraid. As a result, I agreed to participate in a conference of speakers from the USA, Britain, and Australia. But my biggest victory is starting work in a global company where only English is spoken. Earlier, I could not have imagined that this would become a reality this year!” says Lidiia.

Carol shares her student’s enthusiasm for participation in the ENGIN program. Her favorite part of the experience with ENGIN is meeting Lidiia and seeing her confidence

“
**My volunteer
 Carol always
 supports me and
 says that my
 English is great.
 But my biggest
 victory is starting
 work in a global
 company where
 only English
 is spoken.**”

Lidiia, ENGIN student

and English improve. Carol helps Lidiia not only with English but with her career. “I get satisfaction from helping others and seeing Lidiia’s confidence grow has been very rewarding. I have a business background so I can also relate to her in business situations and can sometimes offer helpful feedback,” admits Carol.

RON AND ANASTASIIA

Ron, a retired business leader living in North Carolina, stumbled upon ENGIN while looking for a way to help Ukrainians after Russia invaded. The grandson of Ukrainian refugees who fled to the US during World War I, he felt particular dismay at the news of this latest war. Ron donated to humanitarian relief efforts, but wanted to find a deeper way to help.

At ENGIN, Ron was matched to Anastasiia, a young woman taking refuge in Poland. From their first class, the two found common ground. Anastasiia was excited to discover that ENGIN isn’t just English lessons—it’s also friendly conversations and communication about any topic of interest. Ron and Anastasiia enjoy the sessions so much that they meet for two hours each week.

Shortly after they began meeting, Anastasiia came to the United States as a refugee. Since then, Ron and his family have become Anastasiia’s American family. Ron has been not only able to help Anastasiia with her English, but also to navigate her move to the United States and all the complexity that involves. “This program has been, I think, life-changing for both of us. I really consider her more like my daughter right now. That’s how close we have become! So I would highly, highly recommend this program to anyone!”



ENGIN buddies Anastasiia and Ron meet in the US

Plans for 2023

Major strategic priorities in 2023 include expanding and improving our Board of Directors to ensure effective **oversight and governance** of our organization. We're also focused on continuing to build out **fundraising capacity** to ensure that we are using all the information we have access to; this includes exploring innovative approaches to revenue-generating activities. Finally, we are improving our **communications** with internal and external audiences to most effectively tell our story to the world.

We plan to continue improving multiple aspects of our program in the coming year. We are exploring new ways to **reach potential students and volunteers**—and to do so in a strategic manner that will keep student and volunteer numbers balanced. We are working on **increasing retention** of applicants throughout our onboarding process, particularly in the interview stage, where we lose many students and volunteers.

We're also exploring new ways of adding **more value** for participants. For students, we're looking at options for offering more learning opportunities—beyond English fluency and intercultural skills.

These may include industry-specific skills/knowledge, job search support, etc. For volunteers, we are hoping to offer more opportunities to connect with and learn from each other.

We are rolling out a new **impact measurement system** and working to maximize response rates. This will help us evaluate our progress and identify areas for improvement. We're also planning to create a **comprehensive data strategy** for our operational data to ensure that we are using all the information we have access to.

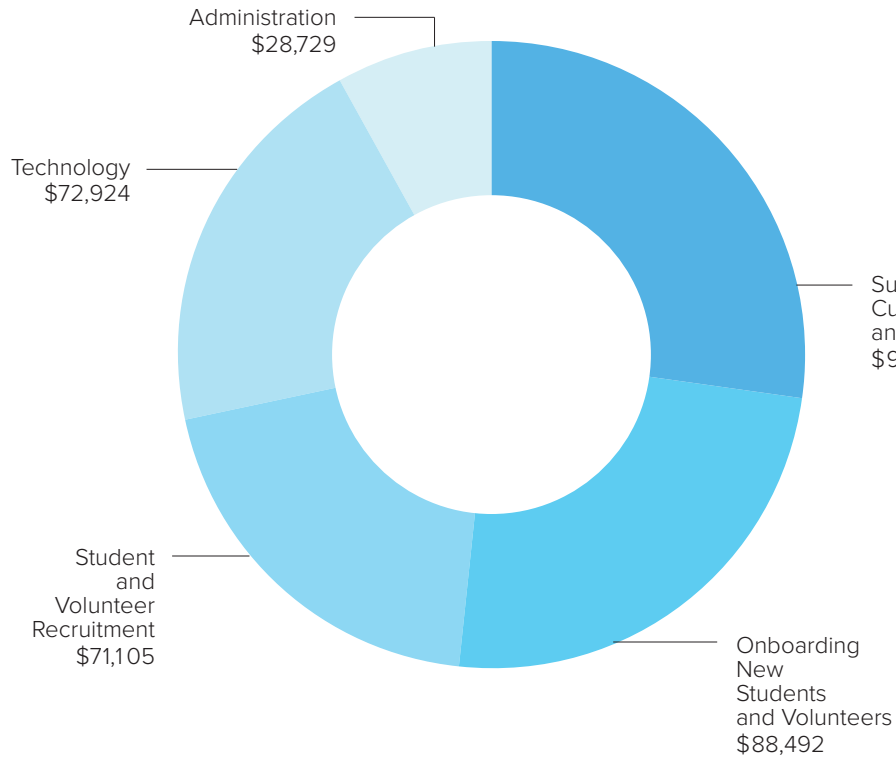
Behind the scenes, we're also professionalizing our **accounting system**, which is essential for efficient use of resources and accountability to our donors. We are improving our **human capital management** processes to support our team of about 32, without whom the program could not exist. And we are continuously fixing bugs and rolling out new features on our online platform, both for onboarding and current participants.

And, throughout all of these improvements, we plan to continue growing, reaching a target of **20,000 students** served.

Financial Overview

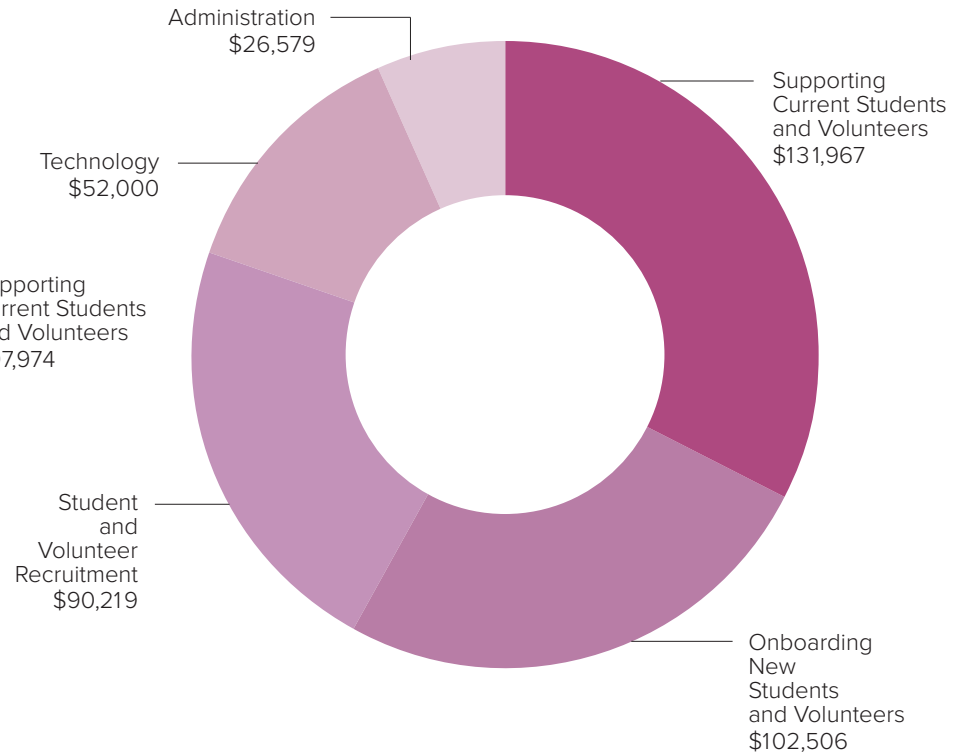
2022 Expenses

\$360,226



2023 Expenses

\$403,271*



*Projected 2023 expenses

Our Team



Katerina Manoff
Founder/CEO



Mykola Popadiuk
Country Director, Ukraine



Taya Zhernosiekova
Program Director



Violetta Khlystun
Support Team Lead



Margarita Kutsa
Director of Teaching
and Learning



Anna Nikulina
Director of
Communications



Rose Tatum
Director of Volunteering
Corporate & Community
Partnerships



Vasia Zaretsky
Lead Developer

Our Team *continued*

Varvara Borysovska
Database Coordinator

Michael Feehan
Interviewer

Liudmyla Germanyuk
Interviewer

Tetiana Krotova
Student & Volunteer Support

Kateryna Kvasha
Interviewer/
Operations Associate

Yana Lagoda
Social Media Manager

Gulnaz Madadli
Student & Volunteer Support

Danylo Metelskyi
Partnership Manager

Ilona Misko
Interviewer

Anastasiia Nesterova
Front-end Developer

Egor Ogilets
Interviewer

Natalie Palencia
Interviewer

Olena Rukkas
Student Orientation

Marta Savych
Interviewer/
Introduction Student

Yelyzaveta Savytska
Matcher

Nina Sivaji
Outreach Assistant

Yuliia Sydoruk
Interviewer

Anjelica Valdez
Interviewer

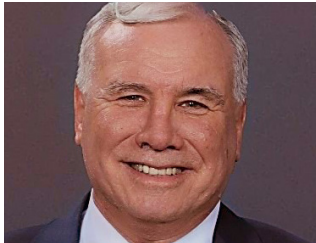
Oleksandra Vasytkivska
Online Community
Manager

Nicole Viloría
Volunteer Trainer

Olena Volobuieva
Customer Support Agent

Yana Voloshyna
Volunteer Support
Specialist

Board of Directors



Mark Lerner



Steve Maggio



Marianna Tretiak



Mark Tremont



Kim Glidden



Katerina Manoff



Abraham Marciano



Yana Rathman



Kim Richards



James Vail



Nikki Willoughby



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 Vasilisa	 Denys	 Tanya	 Марія	 Lileya
 Nazar	 Віолета	 Romaniuk	 Ivanna	 TB-12
 sofia	 Sofiya	 Ann	 Анастасія	 Karina
 Ihor	 Shantell	 Лена	 iryna	 Daria