



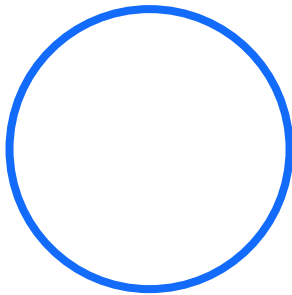
# Global Education and the Atlassian Foundation

[www.atlassianfoundation.org](http://www.atlassianfoundation.org)



Atlassian Foundation seeks to improve educational opportunities for disadvantaged young people around the world.<sup>1</sup>

Here, we explore why and how Atlassian supports global education efforts, our approach to collaboration, and how you can get involved in our work.



<sup>1</sup> All international education-focused activities connected with the Atlassian Foundation are undertaken through Atlassian Foundation International Limited (AFIL). AFIL is a separately-regulated institution that has collaboration agreements with a wide range of organisations across a number of countries. Information about local education efforts, and other focus areas, undertaken by other Atlassian institutions is included on our website.

## The context for global education

The world is facing a learning crisis. Too many disadvantaged children and young people are still out of school. And even those in school are often failing to learn foundational skills.

Globally, 60 percent of children and young people are not learning at a minimum level of proficiency in reading and mathematics – and two-thirds of those not learning are already in school.<sup>2</sup> Quality education that can help break the cycle of poverty is still out of reach for many.

Compounding the learning crisis is the challenge presented by the “Fourth Industrial Revolution”, the current transition in the global economy spurred by technological change. This transformation is disrupting the landscape for jobs and work; employers anticipate more than 40 percent of skills required for the workforce will have changed before 2022, with more than half of employees needing to learn different or more advanced skills.<sup>3</sup> There is a mismatch between skills taught and skills in demand.<sup>4</sup>

To thrive in the future, young people will not only need strong foundational skills but also a broad set of skills and competencies ranging from social-emotional to technical.<sup>5</sup> Young people today must be mentally and emotionally prepared for life-long learning and frequent adaptation to technological changes.

<sup>2</sup> UNESCO Institute of Statistics, 2017.

<sup>3</sup> World Economic Forum, 2018.

<sup>4</sup> For example, employers across Sub-Saharan Africa report that lack of access to workers with appropriate skills “is a constraint to their growth and productivity”. (World Bank Group, 2017).

<sup>5</sup> International Finance Corporation, 2019.



Education systems must therefore innovate and adapt at an unprecedented rate to address a number of urgent challenges: enrolling those who have been persistently out of school, ensuring students develop strong foundational skills, and empowering young people with the broader technical and social-emotional skills they will need for the future.

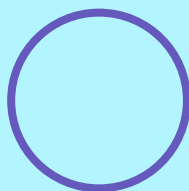
**Education systems must innovate and adapt at an unprecedented rate**

But according to the Education Commission, by 2030 – unless there are changes to current education investment trends – more than 800 million of the world’s 1.6 billion young people will lack the skills necessary for employment.<sup>6</sup>

These issues have only worsened in the wake of COVID-19 and the pandemic’s lasting effects on schools and communities.

More funding and greater innovation are urgently needed in the world’s education systems to solve challenges at scale.

6  
Education  
Commission, 2017.



## Introduction to Atlassian Foundation

Atlassian is a NASDAQ listed leading provider of team collaboration and productivity software. Atlassian created our foundation with the vision of helping make the world better.

Atlassian believes we have a responsibility to tackle disadvantage both globally and locally (in the communities where we operate). We also believe in the transformational power of both education and business as forces for good. As a company, Atlassian contributes 1% of equity, profit, employee time and product to social impact. Much of this impact is achieved through the Atlassian Foundation's three key streams of work: Educate, Enlist, and Energise.

### > Educate

Our work through Atlassian Foundation International Limited on global education projects – and the focus of this document

### > Enlist

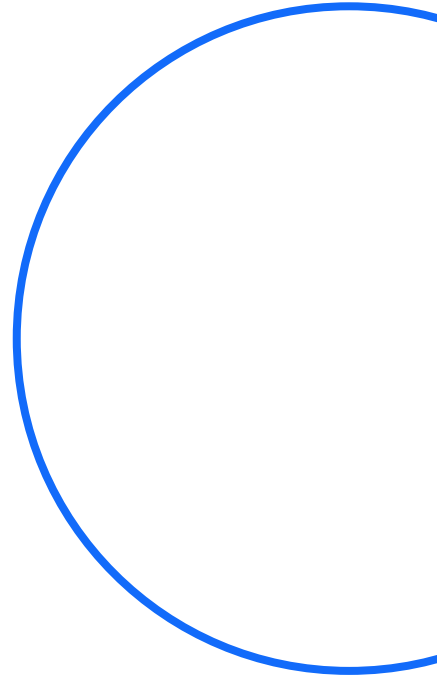
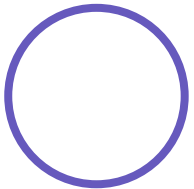
We seek to bring out the best of business by growing the [Pledge 1% movement](#). Pledge 1% is a global movement co-founded by Atlassian that inspires, educates and empowers companies of all sizes to unleash good by donating 1% of their equity, profit, staff time, and/or product to any cause of their choosing

### > Energise

We want to see every Atlassian “energised” to make a difference in their local communities during their time at Atlassian. To do this, we empower each Atlassian with five days of volunteering leave per year to make an impact and match their donations to non-profits

Driven by a desire to have a global impact and tackle a root-cause issue, the Atlassian Foundation focuses on maximising its impact through education. The United Nations Sustainable Development Goal (SDG) 4 aims to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”. This has elevated the importance of education on the global development agenda and focused the international community’s response to the learning crisis. All of Atlassian Foundation’s global education initiatives support SDG 4.

**The Atlassian Foundation  
focuses on maximising its impact  
through education**



## Atlassian Foundation's global education theory of change

The ultimate impact we seek is that disadvantaged young people build the skills they need to thrive in the 21st century.

To do this, we aim to unleash the potential of impact-driven teams. Our Educate portfolio exists to enable our collaborators to maximise impact, leveraging the financial and wider resources available to the Foundation because we are embedded in Atlassian.

Our ambition is that every one of our portfolio organisations should have the potential to change one million-plus lives. We explicitly aim for scale – expanding opportunities for millions of young people – while avoiding a push toward arbitrary targets.

We take both a “bottom up” and “top down” approach to the challenges in global education, playing a role in cultivating innovation as well

as enabling ecosystem change that supports effective approaches to grow. These approaches are complementary.

Like many organisations, Atlassian Foundation uses a “theory of change”<sup>7</sup> within our Educate stream to define a path to impact. Everything Atlassian does to support global education can be mapped to our theory of change.

For Atlassian Foundation, having an articulated theory of change helps to drive accountability and focus on *outcomes and impact* rather than *activity or outputs* in our global education work; enhance communication; and support learning, insights and future decision-making.

To learn more about our approach, you can refer to one of two versions of our theory of change – a **summary version** capturing high-level ideas (shown on our [website](#)), and a **detailed version** (below).

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A theory of change is a framework that articulates the ultimate impact an organisation wishes to achieve, the short- and long-term outcomes that lead to that impact, and the activities and resources that can deliver that. It also captures assumptions that underly an approach.

# Our Theory of Change

Every Atlassian Foundation Education initiative has the potential to change 1 million+ lives



## Inputs

### Funding

Courage capital alongside flexible, significant, multi-year financial support

### Products

Access to Atlassian products with technical advice and support

### People

Volunteer support from Atlassians across the company

### Networks

Links to the Atlassian global network including other funders, networks of practice, governments, and other organisations

### Assets

Use of our virtual and physical spaces

## Activities

### Ecosystem

#### Catalysing funding

Unlocking varied sources of funding and financing for education (e.g. employee and corporate giving, public funding, innovative finance, social enterprise)

#### Strengthening global ecosystems

Supporting the sector's connective tissues by funding public goods, networks, knowledge, evidence, and capacity-building

### Innovation

#### Discovering promising initiatives

Piloting experimentation around new, less proven approaches with transformative potential

#### Testing emerging ideas

Supporting interventions that have been piloted, show early indicators of success, and are ready for rigorous evaluation, adaptation, and/or expansion to new sites

#### Scaling proven programs

Enabling established organisations with evidence-based programs to expand scale to reach larger numbers

## Outcomes

### Short term

More available funding and financing within the education system

Better knowledge, resources, networks, and capabilities among education stakeholders

New ideas are trialed for viability, impact and scale potential, and some succeed

Sound approaches are rigorously tested, and many grow

Proven education approaches are scaled significantly

### Long term

Increased allocation of funds to improve quality and relevance of education

Improved capabilities of education stakeholders (including teachers, school leaders, policymakers)

Increased use of evidence in policymaking and practice

Increased collaborations to solve thorny, cross-border problems in education

Growth in relevant, high quality education opportunities

## Impact

Disadvantaged young people (up to age 24) build the skills they need to thrive in the 21st century:

- Core academic
- Social and emotional
- Digital
- Entrepreneurial
- Vocational



## Inputs

Atlassian Foundation is every single Atlassian. We amplify our impact by bringing the best of Atlassian – time, talent and tools – to our partnerships.

### We aim for scale

Every organisation should have the potential to unlock significant scale of impact (improving education outcomes for > 1 million youth) – e.g. through a scalable solution, a replicable and cost-effective approach, improved institutional capacity, evidence-based policy, or unlocked finance.

## Activities

Ecosystem & innovation

## Outcomes

Short term

## Outcomes

Long term

## Impact

### We aim to unleash the potential of organisations

We strive to empower organisations to advance humanity in long-term, transparent, trust-based collaborations and to create minimal hassle for them. We ask for only what we need and use everything we ask for.

### We value local leadership and support the work of governments

Through our collaborations with organisations, we aim to support the education work of governments and policymakers who understand local contexts and are ultimately the duty-bearers for improving education systems.

### We are global

We are worldwide in our reach and ambition like Atlassian, with a geography-agnostic focus on targeting contexts where our resources can go furthest.

### We have more to give than funding

Organisations can benefit from access to our tools and the time, expertise, ideas, and energy of our people.



## Our approach to collaboration

We are committed to being a responsible funder aligned with best practice in philanthropy. We avoid burdening our collaborators, and seek to ensure our inputs achieve the maximum positive outcomes.

While we aren't all the way there yet, we are working to move as many of our collaborations as possible to include flexible funding in multi-year commitments.

We also embrace “courage capital”: we are more open to placing bets on big ideas that have a high potential impact – especially where that means we can catalyse investment from other donors. Recognising our agility, we fund opportunities that, while highly impactful, might be structurally difficult for other funders.



Our **Seven Principles of Partnership** articulate what we are looking for when we initiate collaborations.



## Our portfolio

Examples of Atlassian Foundation’s collaborations include:

### Room to Read

A non-profit committed to creating a world free from illiteracy and gender inequality by helping children in low-income communities develop literacy skills and a habit of reading, and by supporting girls to build skills to succeed in school and negotiate key life decisions

### Code.org

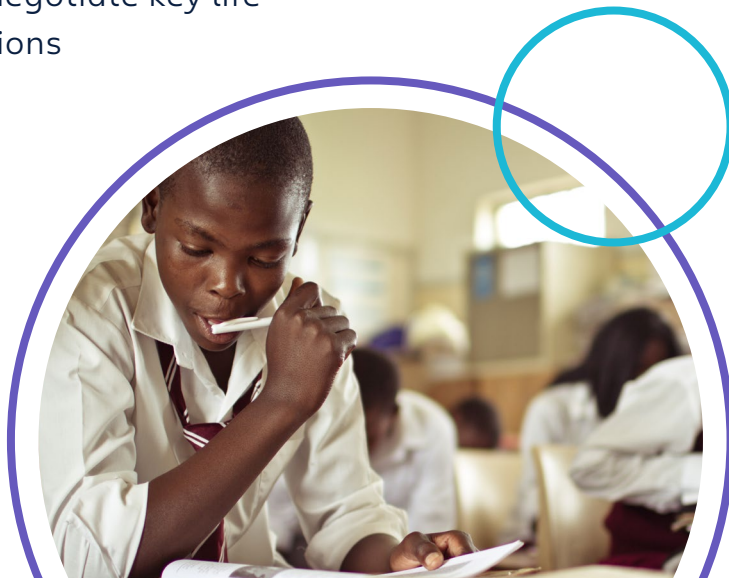
International scale-up of [Code.org](#), a non-profit dedicated to expanding access to computer science in schools and increasing participation by young women and students from other under-represented groups

### Educate!

Piloting a new model for out-of-school youth with [Educate!](#), an organisation that tackles youth unemployment by equipping young people in Africa with the skills to attain further education, overcome gender inequities, start businesses, get jobs, and drive development in their communities

### Humanitix

International scale-up of [Humanitix](#), a non-profit disrupting the event ticketing market. Humanitix funds its operation and education programs by operating the first ever not-for-profit events ticketing platform, allowing it to become a self-funding, education-focused charity at scale



For a full list of our current collaborations, visit [www.atlassianfoundation.org/educate](http://www.atlassianfoundation.org/educate).

## Our approach to assessing impact

We take a flexible, light-touch approach to assessing impact across our global education initiatives that supports informed decision-making and learning while enabling real impact to happen.

More specifically, our aims for monitoring and evaluation are to:

1. Strengthen decision-making, drive refinement of our approach and inform our strategy
2. Contribute to organisational and global education sector learning
3. Ensure initiatives are working as planned, and course correct when required

We believe our partners should be focused on pursuing their work, not reporting to us.

We support organisations, where appropriate, to undertake rigorous external evaluations to assess effectiveness and recognise that this may comprise 10–20% in addition to programmatic funding.



## Get involved

If you are an Atlassian, you can join in the Foundation's efforts and get involved with our global education partners – learn more at [go/foundation](https://go/foundation). Many of our collaborations are deepened through the volunteering of our committed global team.

If you are a foundation or philanthropist keen to collaborate with Atlassian, please contact us at [foundation@atlassian.com](mailto:foundation@atlassian.com).

Because of our link to Atlassian plc and our founders' commitment to using 1% of corporate profits and equity for social impact, Atlassian Foundation expects that as Atlassian continues to grow as a company our giving portfolio will also continue to grow.

As we grow, we will continue to embrace the same values: seeking to back the highest-potential ideas and initiatives, to work in collaboration and to unleash the power of teams to improve global education outcomes.





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