

STRATEGIC VISION

JULY 1, 2022 - JUNE 30, 2027

EXECUTIVE SUMMARY

Team4Tech is a nonprofit impact accelerator, bridging the digital equity gap in education to create inclusion and opportunities for under-resourced learners around the world (SDG 4.4). We envision a world where all learners have access to quality education as a path to better economic outcomes. Our mission is to improve the quality of education for under-resourced learners by building nonprofit capacity through technology solutions and training.

Since 2013, Team4Tech has supported more than 50 strategic nonprofit partner organizations with \$19M in technology grants and pro bono consulting services to ignite the power of technology to create inclusive opportunities for learners. Together we have impacted more than 130,000 lives in more than 20 countries.

Leveraging our experience as the trusted partner to education-focused nonprofits worldwide and the impact of hundreds of our pro bono consulting projects in accelerating quality education, we are on a five-year journey to broaden and deepen our support for nonprofit organizations working with learners in the most isolated and under-resourced communities. We are scaling to support a growing network of community-based nonprofits to share learnings and connections, with the goal of building capacity and accelerating impact.

To achieve our vision, we are expanding and transforming our nonprofit engagement through an expanded portfolio of strategic nonprofit partners, regional hubs, and an online community of practice. This will allow us to scale our programming to 800+ education nonprofit organizations which, in turn, will build skills for tens of millions of under-resourced learners.

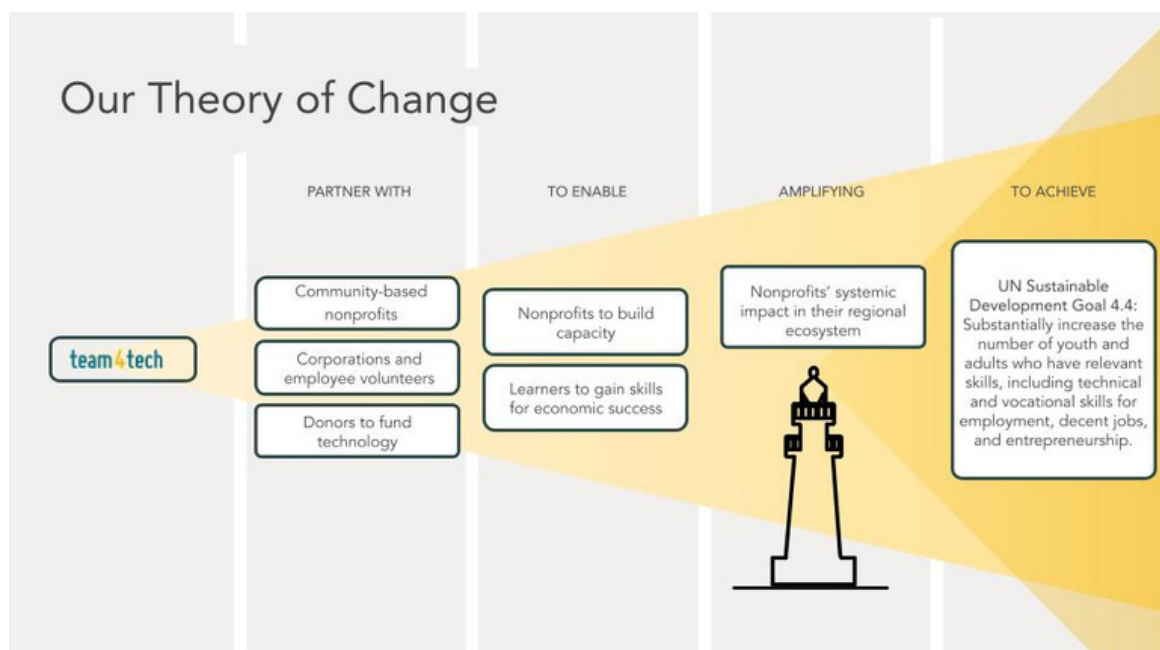
Whether you are an innovative education nonprofit leader, a corporate social impact leader, a volunteer, or a donor, we invite you to join us on the journey to build a more inclusive and equitable future for all.



OUR THEORY OF CHANGE AND STRATEGIC PARTNERS

As an impact accelerator, our support through technology capacity building and grants ignites the success of our strategic nonprofit partners, of which we have supported more than 50 to date across 23 countries. Our strategic nonprofit partners share our vision of empowering learners in the most under-resourced communities and our unwavering commitment to the power of education to break the bonds of intergenerational poverty. While our partners are high-performing, established, impact-minded, and future-forward, they are challenged by and often isolated in the low-resource contexts in which they operate.

While our work with our strategic nonprofit partners has a global reach, the transformative impact happens locally in service of communities facing deep educational and economic inequities. We recognize that progress in education takes time, therefore we strive to be a reliable long-term partner. We engage in three to five-year partnerships to support our partners in realizing their goals for integrating technology to improve educational outcomes for learners striving to build skills to access better educational and economic opportunities (UN SDG 4.4).



Our partnerships provide nonprofits with technology solutions and capacity building powered by corporate pro bono volunteering. To date, more than 1,600 volunteers from more than 35 corporate partners have supported our strategic partners with pro bono services to build organizational capacity.

Team4Tech collaborates with strategic nonprofit partners to define the goals and metrics of the long-term partnership, as well as the scope of annual pro bono projects and the use of annual technology grants of up to \$15,000 that are matched by our partners' fundraising.

We believe it takes humility, open collaboration, and community to drive enduring change. Therefore, for each pro bono consulting project, our program directors guide a team of employee volunteers from leading technology companies using a human-centered design approach, to learn about the nonprofit's goals and develop technology solutions and training to support those goals as well as the needs of staff and learners within the local context. The goal is to build nonprofit capacity to empower learners with the skills they will need for economic and employment opportunities as well as spark the scale and impact within their local and regional ecosystems.

"Throughout our long-term partnership, Team4Tech has been a catalyst in helping us increase impact for students. Our teaching team has greater enthusiasm, we use technology more efficiently and effectively, and our students are inspired and motivated by engaging with Team4Tech volunteers."

- Tad Kincaid, Program Director, Kidspire Vietnam

THE NEED TO BRIDGE THE DIGITAL EQUITY GAP IN EDUCATION

There is an urgency to address the digital divide in education because, by 2030, 90% of jobs worldwide will have a digital component (1) but forecasts show that nearly 1 billion youth will not have the digital skills to participate in the global workforce (2). Technology access alone is not enough to shift this reality. Research shows that technology-assisted learning delivered with teacher training programs has the largest positive effects on learning outcomes (3). Investing in both is a powerful equalizer in ending extreme inequality and promoting access to opportunity.

(1) Robert van Eerd and Jean Guo, "Jobs will be very different in 10 years. Here's how to prepare.", World Economic Forum Annual Meeting, January 20, 2020, <https://www.weforum.org/agenda/2020/01/future-of-work/>

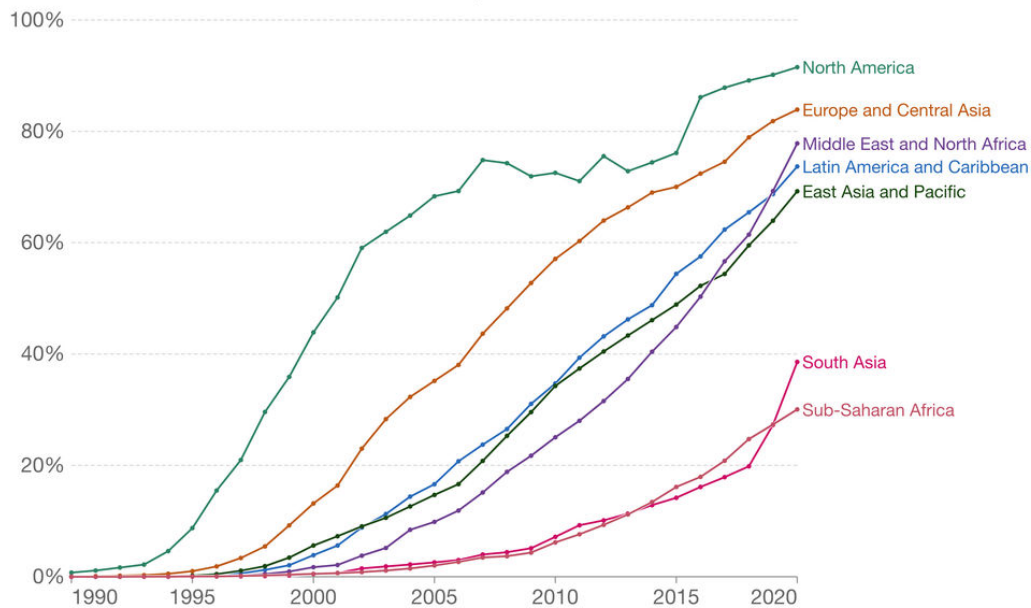
(2) Saadia Zahidi, "We need a global reskilling revolution – here's why", World Economic Forum Annual Meeting, January 22, 2020, <https://www.weforum.org/agenda/2020/01/reskilling-revolution-jobs-future-skills/>

(3) Darling-Hammond et al, "Using Technology to Support At-Risk Students' Learning", September 2014, <https://edpolicy.stanford.edu/sites/default/files/scope-pub-using-technology-report.pdf>

Share of the population using the Internet

Share of individuals who have used the Internet from any location in the last 3 months.

Our World
in Data

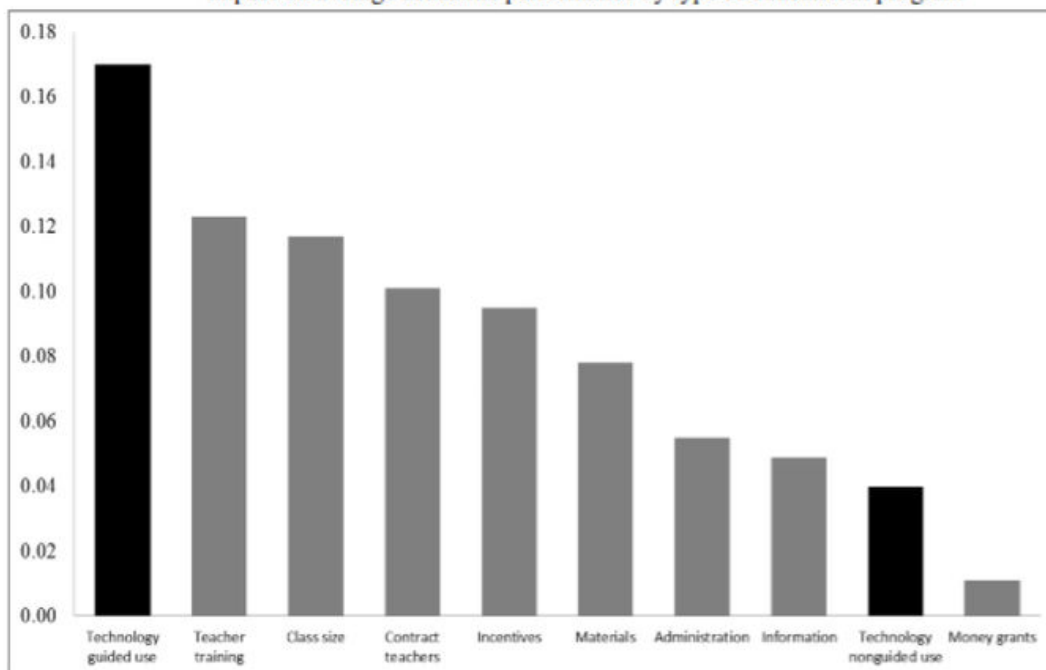


Source: International Telecommunication Union (via World Bank)

OurWorldInData.org/technology-adoption/ • CC BY

Note: Internet usage includes computers, mobile phones, personal digital assistants, games machines, digital TVs, etc.

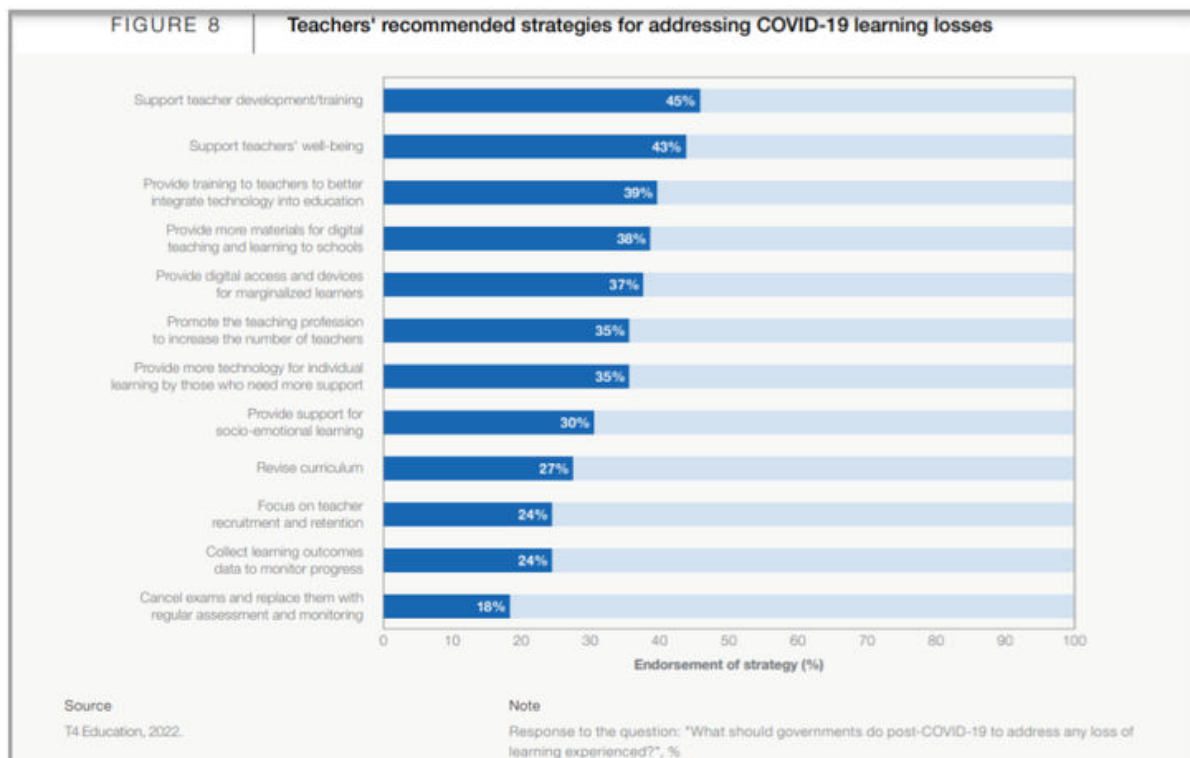
Impact on average academic performance by type of educational program



The Covid-19 pandemic has further exacerbated the historical equity gap in education. The World Bank estimates that before the pandemic, more than half of students in low- and middle-income countries were unable to read and understand a simple text by age ten (4). This number may now rise as high as 70% due to pandemic-related school disruptions (5). While our model has been successful for the past decade, we saw firsthand the devastating impacts of the Covid-19 pandemic on education worldwide, igniting our resolve to scale our impact globally within local communities.

Many of Team4Tech’s strategic nonprofit partners, however, were able to leverage the digital foundation we had built together to support under-resourced students through remote learning. For example, Team4Tech worked with our longtime partner in the townships of South Africa, LEAP Science and Maths Schools, to support teachers in using math software to prepare students for university exams through their smartphones at home during pandemic school closures. With this support, 83% of LEAP students passed in 2021, compared to 36% in South Africa generally.

Our experience correlates with studies showing the strategies that teachers strive to harness in addressing learning gaps. As shown in the graph below from T4 Education, four of the top-recommended teaching supports are related to education technology, such as training for teachers to better integrate technology into education; others, such as collecting learning outcomes data, can be powered or enhanced by education technology.



(4) The World Bank, Press Release, “70% of 10-Year-Olds now in Learning Poverty, Unable to Read and Understand a Simple Text”, June 23, 2022, <https://www.worldbank.org/en/news/press-release/2022/06/23/70-of-10-year-olds-now-in-learning-poverty-unable-to-read-and-understand-a-simple-text>

(5) McKinsey & Company, “How Covid-19 Caused a Global Learning Crisis”, April 4, 2022, <https://www.mckinsey.com/industries/education/our-insights/how-covid-19-caused-a-global-learning-crisis>

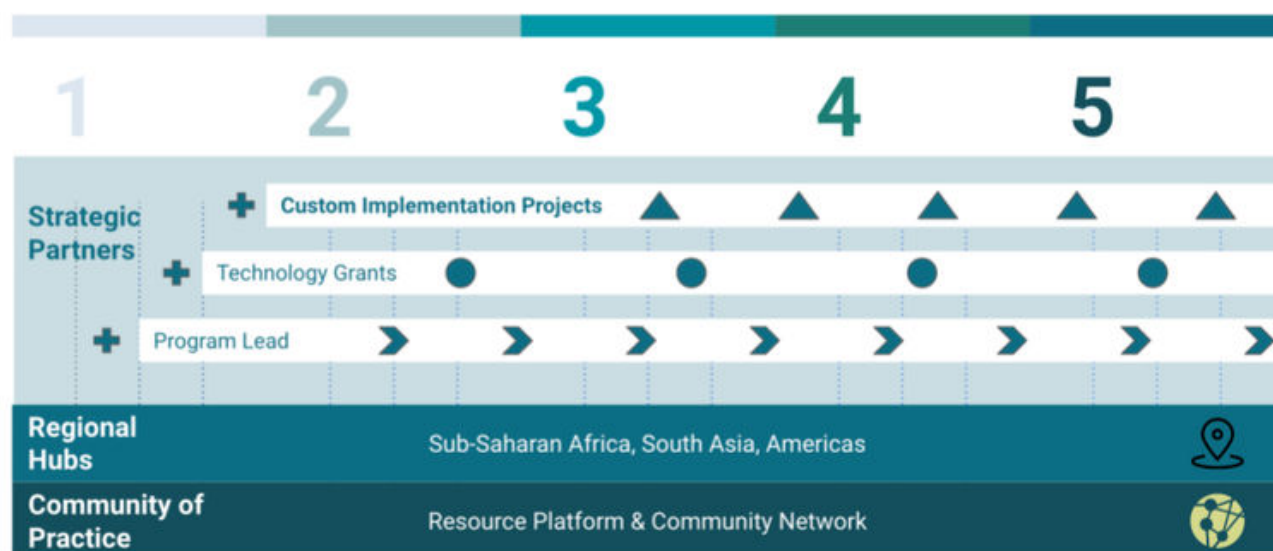
OUR VISION FOR SCALE THROUGH 2027

Access to quality education for all learners can only be achieved when collective knowledge-sharing across geographies and demographics is ignited. Since 2013, Team4Tech consulting projects have supported the implementation of hundreds of ed tech solutions and resources for our 50+ strategic nonprofit partners. In our next phase of operation, we will work to share these resources and learnings more broadly with hundreds of additional nonprofit organizations through an online community of practice. By leveraging technology, ongoing access to resources, and authentic human connection and collaboration, we will work to create educational and economic opportunities for all.

To bridge the digital equity gap in education, we will focus on three priorities:

- Priority 1 - Strategic Nonprofit Partners: Scale our long-term technology implementation support and grants for Team4Tech strategic nonprofit partners provided by Team4Tech staff and pro bono volunteers, growing to 50 strategic partners in our portfolio at any point in time.
- Priority 2 - Community of Practice: Build an online community where education nonprofits operating in low-resource contexts can learn from free ed tech workshops, tools, and knowledge-sharing curated to their specific needs.
- Priority 3 - Regional Hubs: Expand our organization and global partnerships by hiring local staff to build partnerships in Sub-Saharan Africa, South Asia, and the Americas, to effectively support strategic nonprofit partners as well as regional cohorts of education-focused nonprofits within our community of practice.

This new portfolio of Team4Tech solutions will add more consistent, layered, and robust support to our annual grants and pro bono consulting projects.



Priority 1: Strategic Nonprofit Partners

Building deep and sustaining technology integrations

Team4Tech's model leverages long-term relationships and grounds our work in a nonprofit organization's unique context. Our three-phase engagement model is designed to create deep and sustained organizational development over three to five years. With each successive year, Team4Tech seeks to advance user skill and confidence and move technology support from the sidelines to a core asset of each partner's operations. Each nonprofit is typically supported by at least one pro bono project per year.

Team4Tech Solutions Roadmap



Our pro bono consulting projects are carefully scoped, structured, facilitated and monitored by Team4Tech staff to ensure nonprofit success.

Strategic Pro Bono	Skills for Impact	Design for Impact
Building long-term capacity with technology solutions and training delivered virtual or on-site over 6-10 weeks with up to 15 volunteers	Targeted implementation for a specific technical need delivered virtually over 4-6 weeks with up to 5 volunteers	Prototyping solutions for an organizational challenge delivered virtual or on-site for 4-8 hours with up to 100 volunteers

Success metrics for strategic projects

By 2024, Team4Tech will grow our strategic partner portfolio to build capacity for 50 strategic nonprofit partners annually with customized programming and technology grants of up to \$15,000 USD per partner annually that are matched by the nonprofits' fundraising. Each of these nonprofit partners reaches at least 700 unique learners per year, meaning that we will benefit at least 35,000 learners per year through these in-depth strategic partnerships.

A key part of Team4Tech projects is monitoring and evaluating the impact on educational outcomes. Across all nonprofit partners, Team4Tech's desired outcomes are the same: sustained learner growth, improved learner engagement, enhanced teacher effectiveness, and organizational sustainability and scale.

Each nonprofit partner is asked to select one or more relevant metrics from each of these four categories to track over the duration of our collaboration. We work closely with our partners to measure the impact of our collaboration on learners (pre-primary to secondary, vocational, and entrepreneurs), teachers, school administrators, nonprofit staff, and community members.

Monitoring & Evaluation of Strategic Partners

Team4Tech works with each nonprofit partner to select one metric from each outcome category that best aligns with their own mission and goals, providing semi-annual updates.

LEARNER ENGAGEMENT	<ul style="list-style-type: none"> •Learner Motivation •Attendance •Promotion Rate •Frequency of Tech Use for Academic Purposes
LEARNER GROWTH	<ul style="list-style-type: none"> •Pass Rate •Assessment Scores •Graduation Rate •Internships/Awards
TEACHER EFFECTIVENESS	<ul style="list-style-type: none"> •Knowledge & Skills •Efficiency •Motivation •Confidence •Creativity •Collaboration
SUSTAINABILITY & SCALE	<ul style="list-style-type: none"> •Learners Reached •Centers/Programs •PD/Workshops •Outreach/Events •Community Partnerships •Government Uptake

Additionally, as each nonprofit partner and their projects are unique, Team4Tech encourages our nonprofit partners to select additional indicators that are most relevant to their own project implementation. These short-term outputs are specific to the scope and goals of each pro bono consulting project.

Priority 2: Community of Practice

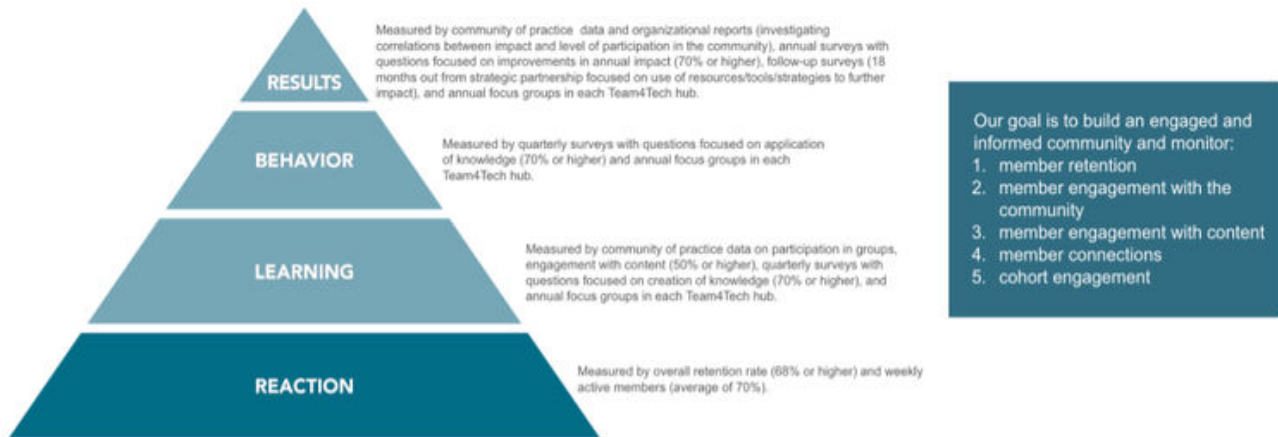
Transforming our nonprofit engagement with a community of practice

To broaden and deepen our impact, we are building a new layer of programming that adds multi-dimensional, ongoing support to Team4Tech's quality resources and contextually skilled staff. Through an online community of practice, we will be able to share ed tech tools and resources, from both our strategic projects and outside partners, with hundreds of nonprofits around the world, and leverage the strengths of all our partners in the service of nonprofit capacity-building.

Success metrics for the community of practice

In the first month after launch, our community of practice has grown to include over 100 nonprofit organizations from nearly 30 countries, benefitting more than 9 million learners. Over the next five years, this community of practice will build capacity for at least 800 nonprofit organizations that, in turn, will share their learnings with tens of millions of learners, giving them a chance to build skills for quality employment.

Our goal is to build an engaged community. One of the best-known models for analyzing and evaluating the results of training and educational programs is The Kirkpatrick Evaluation Model, which looks at any style of training, both informal or formal, to determine aptitude based on four levels of criteria, which we have customized for Team4Tech's community of practice.



Priority 3: Regional Hubs

Supporting education nonprofits within their local contexts

Aligned with our goal of providing relevant, ongoing support to our nonprofit partners, we are building regional hubs to foster real-time knowledge sharing in the regions where we operate. Through regional hub coordinators with deep expertise in ed tech implementation, we will foster engagement and connection with nonprofit organizations looking to implement ed tech solutions in each region. We will also localize and contextualize ed tech resources to ensure they are aligned with the local culture and curriculum of a given region.

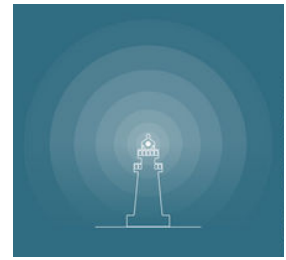
Team4Tech established our first regional hub in Sub-Saharan Africa in 2021 and added a South Asia regional hub in 2022. Our regional hub coordinators meet monthly with each of our strategic partners, cultivate knowledge sharing through region-specific events in the community of practice, and share Team4Tech resources in regional ed tech conferences and forums. In 2023 we will add an Americas hub.

Success metrics for regional hubs

Our regional hubs are a critical piece of our support model, localizing resources, facilitating knowledge exchange in our community of practice, selecting strategic nonprofit partners, and implementing our capacity-building projects. As such, we will measure their success by the quality of our strategic partners in each region, the number and quality of nonprofit partners in our community of practice, their engagement levels, and ultimately the improved learning outcomes catalyzed through our partnerships, tools, and resources. We will also rely on our regional hub coordinators to showcase and elevate the solutions that have proven effective with our nonprofit partners, helping to bridge the final phases in our theory of change that depend upon government and multilateral partnerships to scale what works.

THE LIGHTHOUSE EFFECT

With support from Team4Tech staff, Team4Tech's strategic nonprofit partners are building teacher capacity in their regions through a train-the-trainer model, sharing curriculum resources with other schools, and advising Ministries of Education on best practices for using technology to improve learning outcomes.



Through their success—and the success of the learners they support—our partners become lighthouses of learning for their communities, regions, and entire countries. They are scaling progress beyond their own nonprofits, becoming catalysts of sustainable, technology-driven change in education.

With the development of our community of practice and regional hubs, the potential for exponential impact is made a reality through shared resources, technology, training, and the fostering of meaningful partnerships and relationships to fuel equity in education across the world.

Team4Tech Nonprofit Partner Case Studies

Nonprofit Partner Case Study: Dost Education

Dost Education provides low-income parents with early childhood care and education resources through daily phonecasts via mobile phones. In 2020 when the COVID 19 pandemic initially surged in India, Dost was serving 10,000 families in Delhi. Their model had focused on door to door outreach by parent champions who lived in the communities where Dost worked. When the country locked down, the organization knew they needed to shift.

Team4Tech enabled Dost to continue to serve families by helping them develop online outreach resources which enabled them to scale their reach via TikTok, WhatsApp and Facebook.

Team4Tech also supported Dost in developing the infrastructure for personalization so moms, dads, guardians could choose the content that was most relevant to them.



Lighthouse Effects:

After Team4Tech supported Dost to pivot to a fully virtual model, Dost Education has partnered with Unicef to expand reach to 50,000 families across four states in India. Dost Education now has an opportunity to reach 2M families across India with the Ministry of Education.



Nonprofit Partner Case Study: Kidspire

Since 2014, Team4Tech has partnered with Kidspire Vietnam, a nonprofit that prepares children growing up in state-run orphanages in their transition to their young adult lives. Together, we have provided technology solutions and training to empower students to develop digital literacy as well as lifelong learning skills.

1 in 3 Kidspire students are now attending college (compared to 1% of students living in other orphanages).



Lighthouse Effects:

Kidspire helped a team of girls from one of the orphanages where they are working to enter the global Technovation challenge. Kidspire staff and Team4Tech volunteers mentored the girls, who built an app to promote literacy through book sharing within their community. "Team Tomato", as they call themselves, was selected in the 2021 global Technovation challenge as one of only **12 finalists from among 1700 teams** of girls across 60 countries who competed in the challenge.



While interviewing for a factory job at the shoe company Biti's, Huu shared the digital portfolio he created at Kidspire. Instead of a factory job, he was offered a design job at double the salary.



Hahn and My graduated from the Kidspire program with the skills needed to be successful at university. They are now teachers at Kidspire, inspiring students to build a better future.



After Duy and Thu graduated from Kidspire, they were able to use the technology and design skills they acquired through the program to pursue internships at Australian architecture firm, DKO.

Nonprofit Partner Case Study: LEAP Science & Maths Schools

The education system in South Africa produces one graduate for every 100 children who start grade 1. Students living in townships are especially disadvantaged since during Apartheid, black South Africans were barred from learning math and science. LEAP Science and Maths Schools are committed to providing quality education and the life skills necessary for young South Africans to become digital citizens and future leaders.

Team4Tech has provided nearly \$1.5 million in technology grants and pro bono consulting to support LEAP's digital transformation. Through the partnership with Team4Tech, LEAP has established functioning computer labs and is using educational software in all of its six campuses. Additionally, LEAP staff and teachers have been trained to use technology for instruction and learning.



Lighthouse Effects:

90% of LEAP students pass their National Senior Certificate exam compared to a national average of 78%. For students living in townships, this average drops significantly to less than 3%. 96% of LEAP graduates qualify for higher education compared to the national average of 42%.



"Our partnership with Team4Tech has revolutionized our instructional practice and enabled us to develop a clear digital strategy for the future! The result has been a significant improvement in the quality of differentiated teaching and learning at LEAP."

John Gilmour, LEAP Founder and Executive Director



Nonprofit Partner Case Study: Gashora Girls Academy

Team4Tech's partnership with Gashora began in 2017 to build a technology hub including computer labs, as well as train teachers and staff on ICT. Volunteers introduced teachers to digital literacy skills and productivity software, enabling them to spend more time on teaching. Teachers engaged in workshops on project-based learning to support students in developing skills such as creative problem solving, collaboration and critical thinking in their students. As Gashora's teachers' digital skills have grown, Team4Tech workshops have supported teachers in engaging students in developing skills in coding, 3D design, and web presentations.

Gashora students are now developing apps and participation in STEM exhibitions has grown 40%.



Lighthouse Effects:

Team4Tech's support has enabled Gashora to work with the Rwandan government to provide ICT professional development to school leaders and teachers from 60 schools all over the country.



Through Gashora's partnership with Team4Tech, Deborah was introduced to new technologies that ignited her passion for technology, philanthropy, and influenced her future aspirations of studying computer engineering at the University of British Columbia.

"When I'm helping others, this makes me love computer science more. We do community service. We teach kids computer science at the high school who don't have what we have. When a kid comes to you and says, 'thank you I learned something,' I feel the joy of life."

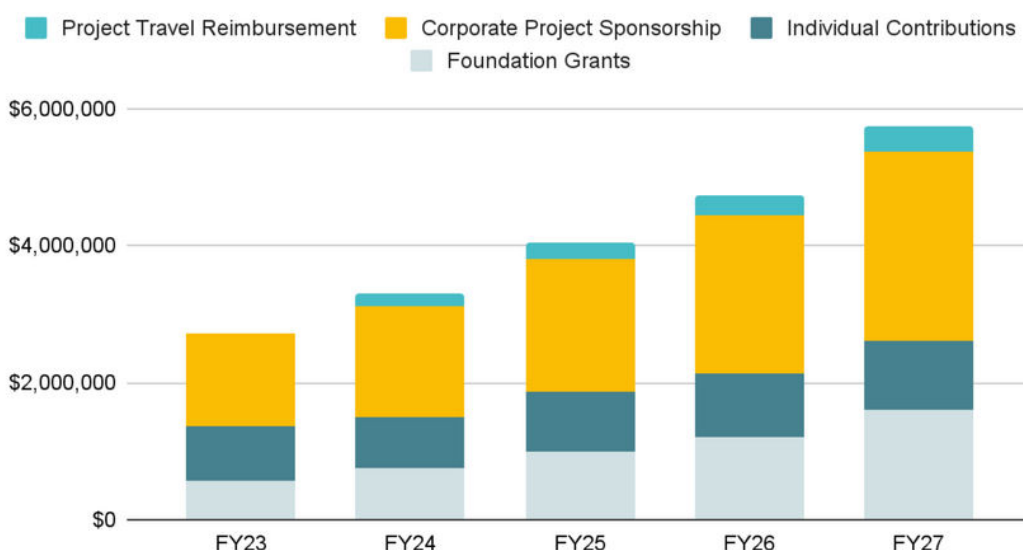
- Deborah Bella Uwase

INVESTMENTS TO ACHIEVE OUR VISION

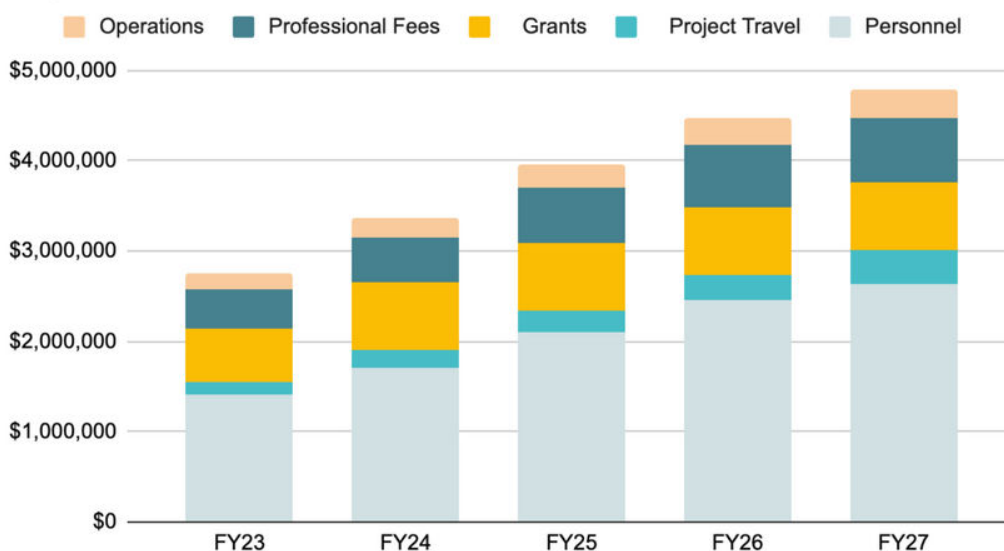
To achieve our expanded vision as a nonprofit impact accelerator, we are raising \$20M over the next five years. Our previous revenue model was 80% sourced from corporate project sponsorship and 20% from philanthropic contributions. To best resource our plan, we are building a global Board to represent the communities we serve, investing in local staff to lead regional hubs in Sub-Saharan Africa, South Asia, and the Americas, as well as experts in building online communities to grow our community of practice. To do this, we are diversifying our revenue model by engaging individuals and foundations in our vision to represent 50% of our total revenue. We will also invest in marketing and communications to build visibility through storytelling and uplift the impact of our community in bridging the digital divide in education. At the same time, we will sustain our partnerships with technology companies to facilitate employee-driven pro bono projects in service of capacity building for our strategic nonprofit partners, as well as provide tools and training for growing our community of practice.

Five-year revenue and expense budgets

Revenue



Expenses



JOIN US

We're creating a more equitable and inclusive world where all learners have access to quality education. We invite you to take this journey with us to scale and unleash systemic change for a generation of under-resourced learners to gain the skills to improve their lives, communities, and our world. Please reach out to share your ideas.

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