

Initial COVID-19 Impact on WCE:

1. Our partner organizations and schools were hit hard by this pandemic
2. Several partners that were about to send us funds for computers suddenly were not able to
3. Donations of computers has almost completely stopped
4. Fewer volunteers have been coming to refurbish computer and load our educational content
5. Less money available to pay for the storage of the computers we were getting ready to ship

WCE work during this phase of the pandemic:

1. We received a \$30,000 loan from the US government that we do not expect to have to repay
2. We asked all of our landlords if we could reduce or delay our payments with some success
3. We decided to drop our fire and theft insurance on our inventory – but keep our liability insurance
4. We are shifting to accept smaller devices like tablets to help our partners' school families with distance learning
5. One of our Field Associates has piloted providing training of teachers in distance learning
6. We completed shipments to Haiti, Ethiopia, Mali, Puerto Rico
7. We arranged to have volunteers take computers home to refurbish each week
8. We prepared to begin Inspire Girls online clubs in the USA and Zambia
9. We expanded the content in English, French, and Spanish for our Inspire Girls project
10. We began recruiting women entrepreneur mentors to make Inspire Girls videos in 3 languages
11. We began to prepare to start formalizing the youth project for our USA chapters starting with a grant for Boston that is now commuted
12. We began to develop our first African chapters in Mali, Zambia, Kenya, Liberia, and Zimbabwe
13. We began raising sponsor funds with our Field Associates for reduced-cost container shipments starting soon
14. We submitted, with our team in Puerto Rico, a \$300K proposal to National Science Foundation
15. We built a new website and rebooted WCE's social media
16. We started experimenting with teacher training in distance learning in Zambia
17. We began to explore shifting to including computers for schools to give to their families
18. We wrote to 200 potential corporate sponsors seeking a company champion
19. We submitted a successful \$25,000 request for Youth Skills project around Boston Chapter

WCE FY21 Work Plan

WCE MISSION: *To reduce the digital divide for youth in developing countries; to use our global network of partnerships to enhance communities in these countries; and to promote the reuse of electronic equipment and its ultimate disposal in an environmentally responsible manner.*

Services: Refurbished Computers, Educational Content, and Capacity Building

Projects: Inspire Girls, Puerto Rico, African Chapters, and Youth Skills [Distance Learning?]

WCE Metric	FY18	FY19	FY20	FY21 Goal	Detail
Computers Shipped to date	37,036	38,021	39,687	41,435	Refurbished, low cost, loaded with educational content
Computers Shipped per yr	736	985	1,748	1,748	FY17: 635 FY16: 1,894 FY15: 225 FY14: 64 FY13: 2,201
Puerto Rico Computers	108	0	512	500	Included in above annual totals
Total Computers to Field Associates since FY16	505	1,043	2,089	3,089	FY21 Goal: 1,000 FY20: 1,046 FY19: 538 FY18: 0 FY17: 131 FY16: 374 Included in above annual totals
Total Labs Connected	3,401	3,460	3,578	3,680	Schools, libraries, universities, cyber cafes, youth centers
Youth Connected (millions)	4.68	4.9	5.04	5.09	Computers last an average of 3.5 years
Total Countries Shipped To	48	51	51	52	Africa (22), Asia (8), Latin Am (13), E.Europe (7), MidEast(1)
Formal Partners	925	935	950	960	Plus 3,500 other interested groups
Total Countries w Partners	78	79	78	79	Africa (32), Asia (13), Latin Am (19), E.Europe (8), MidEast(6)
Total Content in Gigs	38	80	90	100	French (30 Gigs), Spanish (30 Gigs), (Inspire Girls (2 Gigs)
Puerto Rico Educational Content (pages developed)	20	126	110	100	UPRRP: 126 pages in Spanish – included in above total
Puerto Rico Teacher Train	NA	32	32	20	Google/Tide grant \$30,000
Total eCorps Teams	17	17	17	18	In 12 countries (Puerto Rico and Liberia)
Total School Refurbishing Clubs	2	3	5	7	Andover (MA), Atlanta (GA), San Juan (PR), Palo Alto (CA), Alto Buena (PR)
Total Inspire Girls Countries	4	4	4	5	Kenya, Zambia, Liberia, Mali, Zimbabwe
Total Peace Corps Countries	16	17	17	18	Bolivia, Cameroon, Dominican Republic, Ecuador, El Salvador, Ghana, Guatemala, Honduras, Liberia, Madagascar, Malawi, Moldova, Nicaragua, Philippines, Senegal, Tanzania & Zambia
Total Rotary Countries	11	14	14	15	Belize, Bolivia, Dominican Republic, Ghana, Haiti, Honduras, Kenya, Mali, Mexico, Nepal, Nicaragua, Nigeria, Philippines & Timor Leste
Total USAID Countries	10	10	10	11	Bangladesh, Georgia, Guatemala, Macedonia, Malawi, Mali, Moldova, Nigeria, Senegal & Zambia
Total iEARN Countries	9	10	10	11	Cameroon, Dominican Republic, Liberia, Macedonia, Mali, Pakistan, Senegal, Sierra Leone, Zambia & Zimbabwe
Total UN Countries	6	6	6	7	Bangladesh, Benin, Cameroon, Jordan, Nigeria & Zambia
Total Strategic Allies	23	23	24	25	Annual additions after removals
Total Int. Advisory Council	47	46	49	50	Quarterly advice on 3 questions, maximum of 50
Total WCE Chapters	8	10	9	13	Atlanta, Boston, Chicago, Kenya (new), LA, Liberia (new), Mali (new), Ottawa (suspend), Philadelphia, San Jose, Puerto Rico, DC, Zambia (new), Zimbabwe (new)
Total Field Associates	7	11	11	12	Ethiopia, Kenya, Liberia, Mali, Nigeria (2), Rwanda (closed), Sierra Leone, South Africa, Tanzania (new), Uganda (pending) Zambia, Zimbabwe
Total Volunteers	700	673	700	700	Dev Off (250-270), Clubs (0-40), Chapters (350-246), Board (8), Council (46), Inspire Girls (5), Content (3-25), Allies (23)
Total Working Mailing List	8,400	9,925	9,950	9,900	eNews mailing list in Vertical Response
Annual Individual Donors	127	146	158	200	Increases: Friends & Family (10%), total donors (15%)
Total Proposals Drafted	6	6	7	8	Universities eWaste, CS4All, Shipments, Inspire Girls, P.R., African Chapters, Youth Skills

GOAL A: A More Central Role for Fundraising [20% of CEO time]

OBJECTIVES:

1. To implement the following **Fundraising** strategies:
 - a) Build an active Board fundraising committee and ask each to identify 3 contacts
 - b) Implement annual Nov-Dec Friends and Family campaign – all volunteers asked to ask individuals [see below]
 - c) Pilot July fundraising email for unrestricted individual donations to our membership list and also to prior donors who have stopped donating [intern Bella has drafted and aligned website and is helping with eNews to reinforce]
 - d) Pilot periodic online individual fundraisers around the topic of professional development to recruit sponsors and potential corporate members [first one is being piloted by volunteer Linda in Chicago]
 - e) Research and solicit corporate and individual sponsors for specific **Shipments** including Madagascar, Haiti, Puerto Rico, Zambia, and Kenya (some may include Inspire Girls and Youth Skills and Distance Learning, Teacher Training, Local Content) [intern Fatou is researching potentials and has begun submitting letters of inquiry, has just submitted a proposal to the US Embassy in Zambia, and a proposal about Zambia to Booz Allen Foundation (rejected)]
 - f) Research and solicit sponsors for **Youth Skills** project including operating costs of chapters (might include Inspire Girls club) [We have just been told we will receive our first one for \$25,000 in July from Carla]
 - g) Research and solicit sponsors for **Inspire Girls** project [intern Fatou will soon begin researching potentials, Ayesha submitted a concept paper on video clubs to Disney and on refurbishing clubs to Sales Force]
 - h) Research and submit government and foundation proposals for computer science education for **Puerto Rico** project [WCE submitted a \$300,000 proposal to National Science Foundation in mid-June, intern Cecilia has just begun with us]
 - i) Explore how WCE can increase its Government-approved overhead rate
 - j) Research and submit government and foundation proposals for developing **Africa Chapters** project [intern Fatou is researching potentials, Ayesha has drafted concept paper about distance learning for Mozilla]
 - k) Implement Facebook campaigns[for any of the above [intern Bella is preparing for first one to coincide with July fundraising
 - l) Explore if a more involved International Advisory Council will assist with fundraising [Tom Graham, Council Chair, is ready to start]
 - m) Explore joint fundraising with Allies: iEARN and Widernet
 - n) Explore new Allies: CARICOM, International Chambers of Commerce, Internet Governance Forum, International Development Research Centre, and Internet Societies
 - o) Continue to write to potential champions in companies to move toward corporate members
 - p) Recruit one celebrity to help with visibility and fundraising

2. To implement the following **Friends & Family** strategies:
 - a) Implement annual campaign to ask friends (volunteers) and family to give
 - b) Secured matching donation for the first \$25,000 raised in the campaign
 - c) Recruit volunteers to ask individual friends and family by letter, email, Facebook, or other
 - d) Include fundraising for general operations or to sponsor a specific shipment or for Inspire Girls or for a chapter
 - e) Send weekly update to all fundraisers
 - f) Begin recruitment of volunteers in September this year: more than last year
 - g) Write about campaign in eNews at beginning of drive
 - h) Post names of volunteers on donate webpage listing for what they are raising money

- i) Provide drafts for letters, social media, and emails in October
- j) Include mention of matches in drafts
- k) Encourage volunteers to begin sending drafts in November
- l) Allow donations and matches to come in through the end of March

3. To improve website, eNews, and **Social Media** in order to improve WCE fundability through the following strategies: [intern: Bella Leigh]

- a) Launch updated, more user-friendly website
- b) Create and implement social media strategy for IG, FB, Twitter & LinkedIn
- c) Release eNews through email, website, and social media. Coordinate story pitches & writing with other WCE members to maximize authenticity and impact
- d) Publish content consistently & frequently to convey messages of advocacy, appeal, and appreciation
- e) Integrate content across WCE chapters & campaigns to unify brand messaging and encourage inter-departmental collaboration

Old website: worldcomputerexchange.org

New website: worldcomputerexchange.xyz

Facebook: [@WorldComputerExchange](https://www.facebook.com/WorldComputerExchange)

Instagram: [@wce_org](https://www.instagram.com/wce_org)

Twitter: [@WCE_org](https://twitter.com/WCE_org)

LinkedIn: [@World Computer Exchange](https://www.linkedin.com/company/WorldComputerExchange)

GOAL B: More Shipments Than Prior Year [30% of CEO time]

OBJECTIVES:

1. To improve quality and quantity of **Content** we load to improve our competitive advantage through the following strategies: [4 interns are involved on this]

- a) Educational materials developed by graduate school class in Puerto Rico
- b) Educational materials developed by schools in Puerto Rico in exchange for computers
- c) Inspire Girls resources being developed in African countries moving toward WCE chapters
- d) Inspire Girls motivational videos being shot by several women entrepreneurs in English, French, and Spanish [Ayesha Hassad, Gary Song, Cecilia Martin Garcia]
- e) Expansion of K-12 educational content in French [Sofia Routh]
- f) Expansion of K12 educational content in Spanish (math, reading, science, history, etc.) [Rio Routh]
- g) Explore loading curriculum from Ministries in countries where we have Field Associates starting chapters

the following Objectives 2-9 are not yet pinned in Slack:

2. To find sponsors and partners for reduced rate container shipments to three Field Associates while reducing inventory and space rental (40%) while accomplishing WCE mission [Kenya, Zambia, and Mali]

3. To market shipments to all 78 countries where WCE has partner organizations – follow up with all that were pending when pandemic hit [three interns will help with this]

4. To work with USA chapters to develop online training tools for computer gathering, volunteer management, and computer refurbishing to be used by USA chapters and new African chapters [Boston and Chicago have started doing this during pandemic]

5. To better inform our partners about what they should do with computers that no longer work
6. To gather input from prior recipients in past 4 years about what WCE can do better [also ask Council, Field Associates, Strategic Allies, and Development Officers]
7. To safely reopen chapters as lock-downs decrease and pandemic continues for the next year through the following strategies: [Boston and DC now have initial plans]
 - a) Volunteers: reduce numbers per refurbishing event
 - b) Acquisition: focus on only smaller items, stop accepting dual core desktops and P4 laptops
 - c) Pick-Up: for at least 8 computers
 - d) Fundraising: pilot online events
 - e) Refurbish / Work Flow: Prep for containers to Field Associates starting chapters
8. To shift on equipment WCE accepts to more smaller items like Kindles, eReaders, tablets, and smart phones that can be used in distance learning
9. To continue to have volunteer Development Officers offer **Capacity Building** as a competitive advantage through the following strategies:
 - a) Pilot eCorps online training in refurbishing from USA chapter(s) – explore for fee
 - b) Make online computer repair training by chapters available via Field Associates and Development Officers
 - c) Explore how we can employ Puerto Rico distance learning training
 - d) Make teacher training resources available via Field Associates and Development Officers
 - e) Make Inspire Girls resources available via Field Associates and Development Officers
 - f) Be ready to resume eCorps team trips to assist Field Associates as travel is available
 - g) Be ready to resume eCorps Travelers as travel is available

GOAL C: Sponsors For All Four Projects [50% of CEO time]

OBJECTIVES:

1. To implement the following **Inspire Girls Project** strategies: [5% of CEO time]
 - a) Reduce computer costs 10% for schools that participate (\$500 maximum)
 - b) Load educational content on WCE computers aimed at inspiring girls to pursue careers in technology or that depend on technology
 - c) Award two annual fellowships for teachers working as coaches for after-school clubs
 - d) Begin producing videos made by girls to be shared with other countries
 - e) Recruit online links with classes in other countries for participating classes
 - f) Expand WCE library of online resources posted on WCE website
 - g) Begin a library of motivational videos made by women entrepreneurs to share on WCE computers [Ayesha Hassad, Zambia team, and Gary Song recruiting women entrepreneurs]
 - h) Recruit professional women to volunteer as online mentors working with participating classes
 - i) Define and seek sponsor for WCE distance learning work related to Inspire Girls
 - j) Explore rebuilding annual paying members in support of Inspire Girls
2. To implement the following **Puerto Rico Project** strategies: [30% of CEO time]
 - a) Work as part of steering committee of Computer Science for All – Puerto Rico on computer science education teacher training
 - b) Seek computer donations from businesses in Puerto Rico
 - c) Recruit business and university volunteers to help in schools
 - d) Recruit sponsors for our 2 new youth training/refurbishing clubs

- e) Provide training for leaders of 2 youth training/refurbishing clubs
- f) Deliver computers to schools in exchange for having an inspire girls club or developing/researching content for WCE to load in our image
- g) Distribute computers to participating schools
- h) Recruit sponsors for computers for selected schools
- i) Develop tracking system for content or Inspire Girls work by recipient schools
- j) Form an Inspire Girls project in Puerto Rico
- k) Recruit female scientists to shoot motivational videos for girls [Cecilia Martin Garcia]
- l) Recruit a sponsor for Inspire Girls project in Puerto Rico
- m) Include stories about WCE work in Puerto Rico in WCE social media
- n) Develop a Facebook page about all of the above [intern Cecilia Martin Garcia]
- o) Define and seek sponsor for WCE distance learning work in Puerto Rico
- p) Share what WCE develops in Puerto Rico with Field Associates

3. To implement the following **Africa Chapter Project** strategies: [Gary Song full-time volunteer on sabbatical working with WCE on this project for a year] [10% of CEO time]

- a) Recruit 6 of 11 Field Associates to develop chapters
- b) Send three Field Associates containers of reduced cost old desktops to empty inventory to save storage rent 40%
- c) Work with Field Associates to develop business model
- d) Determine if and how WCE will provide computers to families through their schools for distance learning
- e) Determine if and how WCE will sell WCE content for devices not provided by WCE
- f) Work with Field Associates to begin to build revenue streams from local country content, distance learning training, computer and internet training, refurbished computers,
- g) Work with them to incorporate their chapters as “embassies” of WCE in their countries instead of franchises
- h) Develop and submit distance learning proposal [originally developed for Booz Allen for 2 countries]
- i) Monitor and build on what is working in USA chapters and in Youth Skills and Puerto Rico Projects
- j) Explore how Inspire Girls project can be implemented in a sustainable way in each of these 6 countries [Zambia and Kenya are recruiting teachers to participate]
- k) Submit proposal to Coca-Cola (others?) to start WCE chapters in 5 African countries

below are from Gary: check

- Supply portable digital devices such as tablets and mobile phones to students
- Develop high-value online ICT skills training for youth participants
- Provide computer repair and maintenance services to local partners
- Develop locally-curated digital educational content
- Distribute content approved by the ministry of education via e-textbooks for distance learning
- Provide technological training for teachers to transition into remote teaching
- Establish distance learning facilities for youths

4. To implement the following **Youth Skills Project** strategies: [5% of CEO time]

- a) Develop manual and resources on how to operate a Refurbishing Club [student club leader Alice Yu will develop this]
- b) Share manual with Refurbishing Clubs
- c) Raised \$25,000 sponsor money for youth project around two USA chapter [proposal was funded by Carla Bregman Charitable Foundation]

- d) Implement the one-year Boston project including 3 Refurbishing Clubs and 1 Inspire Girls Club [we hope to hire as intern on this Alice Yu]
- e) Present certificates for youth leaders and provide letters of reference for jobs and university

Roles: Members listing from by-laws: which groups should be removed? Are any missing?

- Board of Directors: Policy, Budget, assist Fundraising
- Board of Directors of Affiliate: Canada (suspended)
- International Advisory Council: quarterly advice, future of WCE, contribute, explore making more active
- Business Council: Paying Corporate Members: PROPOSED
- Project Consortium and Team: Inspire Girls and Puerto Rico Steering Committee reboots
- Strategic Allies: we continue to remove inactive, work on joint projects together with 2
- Sponsors and Financial Donors who have given in last 3 years
- Inspire Girls Paying Members: reboot
- Managers including Project Managers, Interns, Regional Manager and **Field Associates**: computer sales, pilot chapters, pilot Inspire Girls, joint fundraising
- Chapter Coordinators & Lead Techs: reopen chapters, involve in fundraising (managers)
- Partner organizations that have received WCE computers in the last 3 years
- Development Officers: capacity building
- eCorps: including “Travelers” in the last 3 years: restart trips especially to Puerto Rico and countries with Field Associates

WCE Field Associates (11 in 10 countries):

1. Ethiopia: Mulugeta Assefa (WiderNet)
2. Kenya: Sila Too (WiderNet) [Developing a WCE Chapter]
3. Liberia: Leroy Beldeh (iEARN) [Developing a WCE Chapter]
4. Mali: Sounkalo Dembele (iEARN) [Developing a WCE Chapter]
5. Nigeria (South West): Shola Kehinde (WiderNet) [may develop Chapter]
6. Nigeria (North West): Winnifred Abagyeh
7. Sierra Leone: Jane Peters (iEARN)
8. South Africa: Nicholas Sundire [may work with Cecilia Martin Garcia]
9. Tanzania: Onesmo Ngowi (iEARN)
10. PENDING: Uganda: Allan Kakinda (iEARN)
11. Zambia: Misheck Mutuzana (iEARN) [Developing a WCE Chapter]
12. Zimbabwe: Eliada Gudza (iEARN) [Developing a WCE Chapter]

WCE Strategic Ally (25)	Training	Content	Computers	Inspire Girls	Youth Skills	Joint Fundraising
Africa Network	✓	✓	✓	✓	✓	✓
Asha for Education	✓	✓	✓	✓	✓	✓
Asociación de Estados Iberoamericanos para el Desarrollo de las Bibliotecas Nacionales de Iberoamérica	✓	✓	✓	✓	✓	✓
Association of African Universities	✓	✓	✓	✓	✓	✓
PENDING: Books for Africa	✓	✓	✓	✓	✓	✓
Communitere	✓	✓	✓	✓	✓	✓
iEARN-USA	✓	✓	✓	✓	✓	✓
INDESEEM Inc.	✓	✓	✓	✓	✓	✓
Invictus Institute	✓	✓	✓	✓	✓	✓
Kabissa	✓	✓	✓	✓	✓	✓
Kinesis Foundation	✓	✓	✓	✓	✓	✓
Maternova	✓	✓	✓	✓	✓	✓
National Cristina Foundation	✓	✓	✓	✓	✓	✓
New Horizons Computer Learning Centers	✓	✓	✓	✓	✓	✓
One Million Lights	✓	✓	✓	✓	✓	✓
RESPECT International	✓	✓	✓	✓	✓	✓
Reneal International Education Outreach	✓	✓	✓	✓	✓	✓

Special Libraries Association	✓	✓	✓	✓	✓	✓
Taking IT Global	✓	✓	✓	✓	✓	✓
TechLit Africa	✓	✓	✓	✓	✓	✓
University of the People	✓	✓	✓	✓	✓	✓
UN Volunteers Programme	✓	✓	✓	✓	✓	✓
WiderNet Project	✓	✓	✓	✓	✓	✓
World Loop	✓	✓	✓	✓	✓	✓
Youth Employment Summit	✓	✓	✓	✓	✓	✓

WCE also frequently works informally in many countries with the following six informal allies: Peace Corps Volunteers, Rotary Clubs, USAID Missions, the Salesians, and UNDP Missions.