

### 5 YEAR STRATEGIC PLAN

Rwanda has made a truly remarkable recovery from being a failed state after the 1994 genocide to becoming one of the top three of African countries to do business in. Despite universal healthcare, elimination of corruption, country-wide safety, rising personal income levels, and an actively participatory democracy, Rwanda is poor. It has no natural resources. To overcome this deficit, Rwanda seeks to become a knowledge-based economy. However, competition in the world economy requires English, and even regionally Rwanda is surrounded by English-speaking countries. Rwanda switched from French to English as the non-native language in 2009, but progress has been very slow. Rwanda needs English now if it is to meet the needs and expectations of its citizens and continue being a model for all of Africa.

<b>GOAL 1: By 2022, increase the oral English skills of all N1 through Secondary 6 teachers in the Bugesera District.</b>				
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Provide intensive 8-week training to 60 elementary and secondary teachers in 3 schools serving 3,000 students	Use previously trained instructors to provide intensive 8-week training to 70 elementary and secondary teachers in 2 additional schools.	Use previously trained instructors to set up and run 8-week training for teachers in 4 additional schools.	Use previously trained instructors to set up and run 8-week training for teachers in 8 additional school.	Use previously trained instructors to set up and run 8-week training for teachers in 16 additional schools.
Train 20 of the participants to be instructors of oral English program for remaining teachers during the rest of the school year.	Train 10 of the participants to be instructors of oral English program for remaining teachers during the rest of the school year.	Train 20 of the participants to be instructors of oral English program for remaining teachers during the rest of the school year.	Train 40 of the participants to be instructors of oral English program for remaining teachers during the rest of the school year.	Train 80 of the participants to be instructors of oral English program for remaining teachers during the rest of the school year.
<b>GOAL 2: By 2022, improve the oral English skills of all students in the Bugesera District by integrating research-proven instructional programs into the school day.</b>				
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	Train teachers and implement beginning English language program for the 2 pre-school classrooms in 2 schools	Train teachers and implement beginning English language program for the 2 pre-school classrooms in 2 additional schools	Train teachers and implement beginning English language program for the 2 preschool classrooms in 4 additional schools	Train teachers and implement beginning English language program for the 2 preschool classrooms in 8 additional schools
Facilitate oral English instruction for primary students during mid-session break.	Facilitate oral English instruction for primary and secondary students during mid-session break.	→	→	→
	Provide off-site bi-weekly data analysis and data-based coaching. Train selected instructors to do data collection, video-taping, and feedback to teachers.	→	Use selected instructors to provide all data collection, data analysis, and data-based coaching. Continue training for new instructors.	→
<b>GOAL 3: By 2022, provide oral English skills in the Bugesera District to at least 50% of government workers, community leaders, business personnel, and Nyamata Teacher's College staff.</b>				
<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
	Use previously trained instructors to provide year-long oral English training for up to 45 participants.	→	Use government, community, business and college staff trained instructors to continue and expand training.	→
	Train 3 participants to be oral English instructors.	→		
<b>GOAL 4: By 2022, train three cadres of entrepreneurs to become effective oral English instructors anywhere in Rwanda.</b>				

2018	2019	2020	2021	2022
	Use previously trained instructors to provide oral English training to teachers in 1 secondary school.	Use previously trained secondary instructors to provide training to grade 11 and 12 students in 1 school.	Use previously trained secondary instructors to provide training to grade 11 and 12 students in 2 additional schools.	Use previously trained secondary instructors to provide training to grade 11 and 12 students in 4 additional schools.
	Train 3 of the participants to be instructors of oral English program for remaining teachers during the rest of the school year.	Train selected graduating secondary school students who have been through the program to be instructors. Provide these instructors with basic business skills.	→	→
		Use previously trained secondary instructors to provide oral English training to teachers in 2 additional secondary schools.	→	Use previously trained secondary instructors to provide oral English training to teachers in 4 additional secondary schools.
<b>GOAL 5: By 2022, train local personnel to provide all services and management required in goals 1 through 4.</b>				
2018	2019	2020	2021	2022
Train selected instructors to do bi-weekly data collection and video-taping.	→	→	→	→
	Train selected instructors to analyze data and provide teaching remedies.	→	→	→
	Train selected instructors to train other teachers to be instructors.	→	→	→
	Train selected instructors to be project implementation managers and progressively assume larger responsibilities.	→	→	→
			Train selected instructors to become trainers of other teacher trainers.	→
<b>GOAL 6: Conduct pre-post testing and end-of-year satisfaction survey</b>				
2018	2019	2020	2021	2022
Conduct pre-post assessment and user satisfaction survey.	Conduct pre-post assessment using revised assessment and user satisfaction survey.	→	→	→
		Conduct community assessment of impact and additional needs for English instruction.	→	→
<b>ANTICIPATED CUMMULATIVE IMPACT</b>				
2018	2019	2020	2021	2022
Schools Served: 3	5	10	20	40
Teachers trained: 60	130	330	650	1030

Instructors trained:	17	27	47	87	167
Students impacted:	~3,000	~7,000	~13,000	~16,000	~19,000