

2025 – 2029 STRATEGIC BUSINESS PLAN

One Step Learning (OSL) Five Year Plan articulates who we are, what we do, why we do it, and shows the Big Impact the small Canadian charity is making internationally

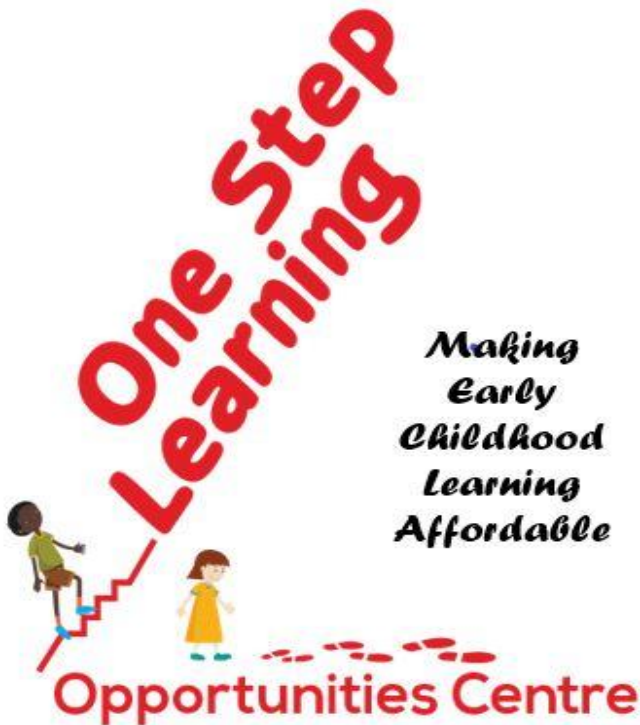


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About OSL

One Step Learning Opportunities Centre (OSL) is a registered Canadian charitable non-profit organization incorporated in 2019 and headquartered in Edmonton, Alberta. It focuses on advancing early childhood literacy and learning through play for children aged 0-6 in both urban and rural areas. It supports parents in Edmonton and Calgary, Canada, by encouraging them to enroll their children in licensed daycare programs.

In October 2021, OSL established a non-profit daycare facility in rural Entumbil, Ghana, to promote childhood literacy through play. This initiative was undertaken in cooperation with a local grassroots diaspora couple who donated the facility to operate rent-free for 30 years for the purpose of early childhood education. The organization is incorporated in Ghana as Entumbil One Step Learning Daycare and registered as a non-profit Community-Based Organization in the Ajumako-Enyan-Essiam district in the Central Region of Ghana.



University of Cape Coast provides Staff Training

The goal of the OSL non-profit early childhood learning daycare is to prepare children to become proficient bilinguals in both the local language and English. OSL aims to ensure that by ages 4 to 5, children are ready for elementary school in the Entumbil community, which serves five towns. The program emphasizes the capability for children to translate every word and sentence they speak from their local language to English. It incorporates "STEAM" (science, technology, engineering, arts, and mathematics) elements and activities in both languages to promote literacy and cognitive development. Indicators of literacy include successful translation and application of STEAM concepts in both English and the local language using the children's surroundings, ultimately supporting the child's overall development.

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The program stresses the importance of English, Ghana's commercial language. When resources and personnel allow, other languages like French will be considered.

This daycare initiative aids rural women by providing them with the opportunity to work and supports girls' literacy while promoting lifelong learning for all children. It also creates local employment and offers research opportunities for early childhood education programs. Over 80 children aged 0-6 from five towns acquire essential literacy skills, in line with sustainable development goals (SDG 4). Donations to the program qualify for tax credits.

The Strategic Planning Process

This strategic plan was developed through consultations with multiple partners and alliances on topics pertinent to our local Canadian advocacy, the rural Entumbil community and towns, as well as a SWOT analysis conducted from in December 2024.

Consultations:

- Local Entumbil groups and informant interviews
- The First Light Daycare Parents Association (FLDPA) with 5 towns membership
- Entumbil Assembly representatives and community elders
- Daycare staff and the public familiar with the charity and OSL's charitable causes
- Funders, Supporters, Staff and OSL Board of Directors



FLDPA Execs @ December 2024 Meeting



Strong Community buy-in for daycare sustainability



Children perform at FLDPA Meeting

SWOT Analysis:

After three years of Entumbil daycare operations, we conducted an internal monitoring, evaluation, and data collection exercise. The SWOT analysis identified and assessed the potential implications of strengths, weaknesses, opportunities, and threats relevant to OSL. This data analysis was not available during the development of OSL's first strategic plan for 2020-2024, which was primarily based on assumptions before operations commenced in October 2021. The consultation and analysis provided valuable insights that influenced OSL's 2025 – 2029 strategic priorities based on the SWOT findings for continued operations. Summary of the SWOT is as follows:

Strengths:

- 30 years of rent-free accommodation, often covering at least 20% of daycare costs.
- Strong community support from 5 towns committed to maintaining the program.
- Community willingness to provide in-kind labor and cheaper services/products.
- Availability of local teachers and support staff.
- Children are consistently happy both indoors and outdoors.
- The children's garden behind the school is an innovative and impactful climate action for early childhood education.

Weakness:

- The cost of early childhood daycare services for children aged 0 – 6 in rural farming communities remains a significant concern in the absence of subsidies or grants.
- Parents in these regions frequently face challenges in funding the actual operating costs due to restricted employment opportunities and limited income.
- The donated daycare car in use is 20 years old, small and unsafe for 20 children load at a time, makes 8 trips between towns daily; and costly to maintain and operate.
- The improvement of grants and cash flow from current levels is necessary. Which aspects of this are within the control of OSL?
- Women have no relive to seek employment or farming, and girls are not empowered to enhance literacy and the education potential.

Opportunities:

- The collaboration with the University of Cape Coast will provide additional resources and staff development for early childhood education, potentially enhancing the daycare's reputation.
- Evaluation data shows growth and increased involvement from more towns in the daycare, suggesting that revenue diversification can be achieved by securing funds

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to hire a dedicated engagement and development officer and implementing digital transformation of systems and revenue generation processes.

- Given the available space and land, pursuing a social enterprise could be beneficial for the daycare.

Threats:

- Broadband connectivity issues in rural areas and high technology costs.
- Non-recoverable infrastructure expenses like technology, shelter, and playground create financial constraints.
- Program quality may decline without adequate technology and funding.
- Reduced focus on rural communities, fewer grants, and societal changes. The sharp brain development for early childhood is severely compromised if not motivated for literacy and learning. The children remain illiterates until they enter elementary school when the opportunity years have been wasted.



We request your support to continue this program, which benefits and impacts the rural community across five towns. The objective at OSL is to ensure the sustainability of the Entumbil Community Daycare, serving these towns for the next thirty years and more.

Our Strategic Foundations

This strategic plan is grounded in newly established vision, mission, and values statements. These components collectively constitute the foundation of our OSL organizational strategy: they articulate our activities, purpose, and dedication to engaging with impoverished rural international communities, specifically in Entumbil and its five surrounding towns. Our primary focus is on the promotion of literacy and early childhood development for children aged 0-6 years prior to their entry into elementary education and community upliftment through the empowerment of women and girls.

Our Mission

Provide affordable early childhood education to rural Entumbil Ghana community and towns by partnering with Canadians and others who support childhood charitable causes.

The new mission statement defines OSL's primary objective: to foster Early Childhood Literacy and Learning for children aged 0-6 through play. The organization is seeking support from individuals and entities interested in international charitable gift planning and contributions extending beyond local Canadian communities' initiatives. These efforts will augment resources for childhood initiatives in impoverished rural Entumbil community, enabling them to effectively use available local resources for childhood development.

Our Vision

To prepare children, ages 0-6, to be proficient bilinguals in both English and the local language using STEAM concepts and ensure their readiness for elementary school.

The new vision statement flows from the new mission statement, as it reflects our conviction that the OSL non-profit early childhood learning daycare is to prepare them to become proficient bilinguals in both the local language and English. Our believe is that local languages encompass “STEAM” (science, technology, engineering, arts, and mathematics) elements and activities. If children can translate and apply STEAM concepts in both English and their local language using their surroundings, literacy is considered achieved, thus contributing to the child’s overall development. This approach fosters the growth of lifelong learners.

Our Values

Our restated values will guide our non-profit organization’s character and inform our mission delivery. We commit to uphold these inter-related values in all our actions.

- **Bilingualism**

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Promote proficiency in both the local language and English. English is the commercial language of Ghana. (If resources allow, introduce French and others).

- **Engage and Play**

Foster engagement and learning through play for children’s developmental skills.

- **Wellbeing and Leadership**

Prioritize children’s wellbeing with support from staff, parents, and stakeholders.

- **Childhood Literacy and Learning**

Cultivate literacy and lifelong learning skills in children based on STEAM.

- **STEAM** (Science, Technology, Engineering, Arts, Mathematics)

Apply STEAM concepts from the natural environment of the Entumbil community.

- **World-class Rural Daycare Facility**

Maintain a quality child development facility for interdisciplinary research and practicum, by Canadian and global institutions, similar to the University of Cape Coast collaboration.

- **Affordability**

As a non-profit organization charity, seek funding and collaboration to support early childhood brain development for impoverished international citizens.

Our Planning Pillars

OSL strategic direction was informed by the following holistic inter-related pillars



Impact

It is gratifying to highlight the immediate impact the daycare has achieved over the first three years. It is OSL's goal to sustain these remarkable achievements, particularly in the empowerment of girls and women, leading to long-term outcomes in literacy and development for children within the rural Entumbil community, ultimately benefiting the entire community and the five towns of stakeholders. OSL will continue to enhance:

- **Literacy development** for over 80 rural children aged 0–6 years across 5 towns
- **Empowerment of girls and women**, allowing parents the opportunity to work
- **Provision of a secure, safe, and healthy centre** for children's well-being
- **Quality, life-changing experiences** for children through play and learning

Achievements to date include:

- Increasing from an initial 11 to serving 80 children (exceeding the planned 32)
- Creation of 14 jobs (8 academic, 6 support staff)
- Establishment of a visible daycare in the rural community
- Addressing sustainable development goals (SDG 4)
- Availability of tax credit opportunities for donations
- Providing the facility to Canadian and worldwide institutions for collaborations, research, and practicums

Gratitude

As a non-profit organization, One Step Learning has relied on generous donations, grants, and collaborations from our supporters to achieve significant positive impacts for children and the community over the past three years, with a particular focus on empowering girls and women. We extend our heartfelt thanks to all our contributors, as none of this would have been possible without your support. In addition to numerous anonymous or yet-to-be-recognized donors, our principal contributors include:

Rotary Club Edmonton Downtown	Rotary Club Calgary Centennial
Rotary Club Cape Coast Central (Ghana)	University of Cape Coast (Ghana)
Ghana Friendship Association of Edmonton / AGLC	Africa Centre, Edmonton Alberta
ERA – Electronic Recycling Association	Millwoods Soccer
Entumbil Community Volunteers / FLDP	Kasoa Tropical Foods (Edmonton)
Dickson's of Calgary	Hagan Clan Families (Canada)
Best Edmonton Real Estate Team	Public Donors

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Emmanuel Foundation	Jenny Walker Family
Richards Family	CCACH, Wajjo Drummers,
Enbridge Inc Employees Cohort	
Kindly add your name here to be recognized in our next Strategic Plan update	



Children learn using the world around them



Literacy and Development are happening

6

Children’s Innovation Learning Garden

The fruit and vegetable garden located behind the daycare building at Entumbil OSL serves as an educational resource for the children. Initiated and maintained by a gardener with active participation from the daycare children, this garden is an integral part of their learning world experience. The children regularly visit the garden to explore various elements of their curriculum, including language, shapes, colours, produce names, counting, mixtures, solutions, and nature studies. During appropriate seasons, they harvest the produce to supplement their meals. The children greatly enjoy engaging in the care of the garden, fostering a sense of responsibility that will benefit them in the future. They take actions to support environmental sustainability and address climate change.

Financial Outlook

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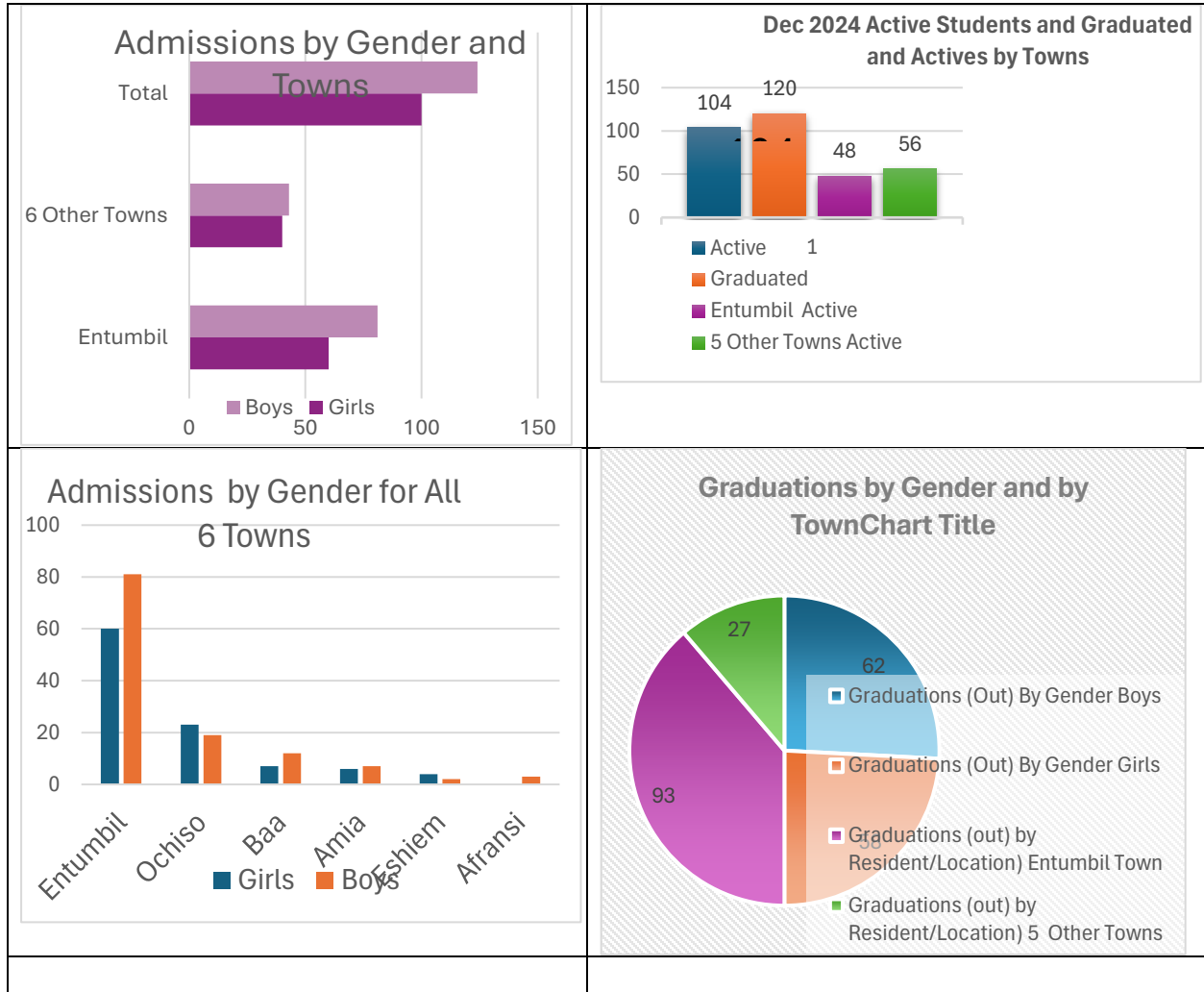
Holistic Projects for Sustainability Forecast

	Actuals	2025 – 2029 Forecast				
	Dec 2024	Dec 2025	Dec 2026	Dec 2027	Dec 2028	Dec 2029
Operations						
Number of School Days	187	195	195	195	195	195
Average Number of Children Attending Daily	77	80	90	100	110	120
Anticipated Daily Attendance fees in Cedis GHC	GHC5	7	8	10	10	12
Revenues						
Daily Attendance fees (@GHC9 to \$1 & volatile	12,221	12,133	15,600	21,667	23,833	31,200
Grants	0	40,000	50,000	50,000	150,000	150,000
Donations	33,400	12,000	15,000	15,000	20,000	30,000
Miscellaneous income	920	1,000	1,000	1,200	1,200	1,200
	46,541	65,133	81,600	87,867	195,033	212,400
Expenses						
Operating cash expenses	46,827	51,510	56,661	62,327	138,559	152,415
Depreciation	8,788	25,000	25,000	25,000	25,000	25,000
Net Income / (Loss)	(10,792)	(11,376)	(61)	540	31,474	34,985
Retained Earnings beginning balance	(71,504)	(11,891)	(23,267)	(23,328)	(22,788)	8,686
Net Earnings / (Loss) for the year	(10,792)	(11,376)	(61)	540	31,474	34,985
Less: Founders Accounts Payable Forgiven	70,405	0	0	0	0	0
Net Retained Earnings / (Loss) ending balance	(11,891)	(23,267)	(23,328)	(22,788)	8,686	43,671
Capital Items Purchased /Pending						
Leasehold Improvements	12,150	8,850	30,000	0	0	0
Electronics, Minor Equipment, Furniture	0	10,000	5,000	2,000	2,000	5,000
Transportation Bus/Van	0	42,000	0	0	0	0
Total of Capital Items procured	12,150	60,850	35,000	2,000	2,000	5,000
One-Time Projects (subject to grants & donations)						
School Bus		42,000				
Finish started Open Learning Shelter for Playground (roof, washrooms, electricity, water and paint))		20,000				
Playground - shipment, duties and installation			30,000			
UCC - Staff early childhood education training		30,000				
Small Capital items, Electronics, Furniture, Games, Books, Learning & Instruction Materials		32,000				
Children's Learning Innovation Garden		8,000				
Diversify Revenues (Marketing, Digital Transformation...)			32,000			
Hire Partners Engagement Development Officer			60,000			
Social Enterprise potential start-up					30,000	20,000
Totals		132,000	122,000	0	30,000	20,000

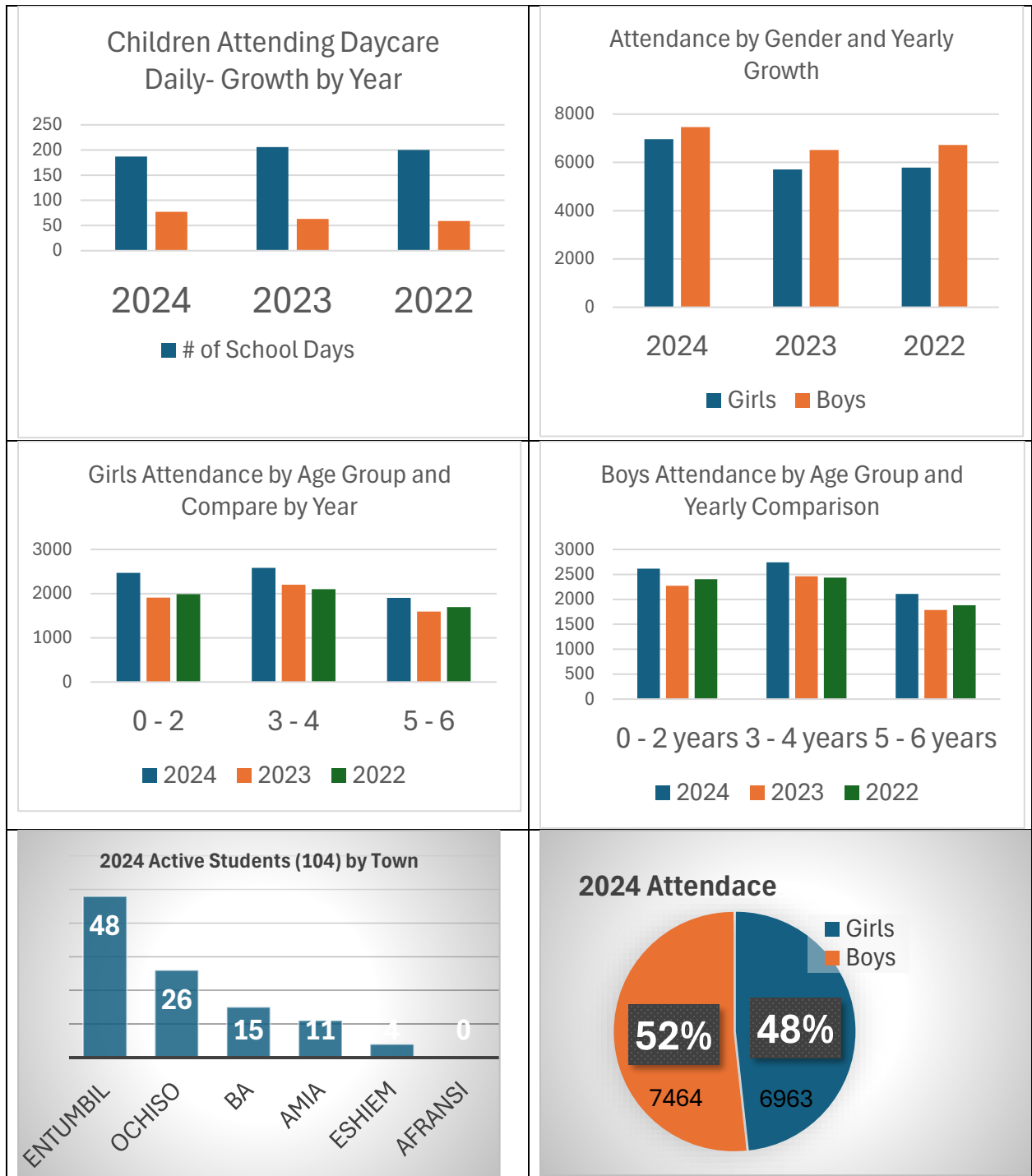
Evaluation Analysis

After 39 months of operation (3.25 years) up to December 2024, OSL has analyzed data to assess performance and identify opportunities for improvement.

Admissions and Graduation Analysis



Attendance Analysis



2025 – 2029 Strategic Direction

- ✓ Educate staff and stakeholders on the importance of bilingualism (applying local language and English) in literacy and child development.
- ✓ Integrate STEAM concepts and use the local environment to enhance education in the OSL program continuously.
- ✓ Seek partnerships and funding to develop Entumbil daycare into a top facility; finalize MOU with the University of Cape Coast by year two.
- ✓ Connect with organizations for resource expansion at daycare by the second year.
- ✓ Create marketing materials to encourage charitable donations for the daycare by the end of year one and update regularly.
- ✓ Highlight through networking that the charity now runs a daycare in Entumbil, serving over 90 children daily after it started with 11 children in October 2021.
- ✓ Seek funding and partnerships with Global Affairs Canada, corporate sponsors, donors, and educational institutions within two years.
- ✓ Ensure long-term sustainability and explore diverse revenue streams and social enterprises by year three.
- ✓ Implement projects linking OSL beneficiaries in Ghana and Canada for grant qualification:
 - Establish pen pal activities between OSL children and Canadian daycares.
 - Collaborate with Canadian institutions for research and practicums to provide international experiences.



Transportation Challenges

Risk Assessment

Potential Risk	Mitigation
Reduced or slower funding could delay or halt some holistic projects.	Evaluate the cost-benefit analysis of: a) collaborating with other partners in fundraising; b) implementing digital transformation in marketing and systems.
Grant applications declined	Identify the reasons for rejection, adjust strategies as needed, and apply selectively.
Prolonged transportation challenges may lead to reduced daily attendance, as observed during school evaluations. Daily overloading of cars presents significant safety risks.	Reassess the use of commercial taxis and public transportation with FLDPA. Seek grant or donations to acquire a used school van or bus. Launch a special campaign in 2025.
Trained staff depart after University of Cape Coast program.	Initiate a Train the Trainer program for new employees not included under UCC.
Local Canadian community benefits criteria requirements account for over 90% of institutional grants, which limits the opportunities for OSL since our benefits to children are classified as international. Advocacy efforts in Edmonton and Calgary are also often overlooked.	Increase efforts to find organizations that support international projects (5-8%). Request more OSL presentations. Evaluate Booth Marketing at local events if resources allow. Emphasize significant impacts. Consider hiring the Partner Engagement Officer earlier than year three if funds are available. Assess Social Enterprise after year two if holistic projects are committed.
Expected Competition arises as others recognize the success of OSL within the community.	Due to OSL's affordability as a non-profit, competitors have few options. Parents can't pay more, and transportation challenges within 5km may limit competition.

Priorities

- ✓ **Address transportation challenges:** Acquire a sustainable school van or bus to enhance mobility.
- ✓ **Leverage daycare services:** Engage with Canadian institutions to offer and gain international experience.
- ✓ **Pursue available grants:** Establish connections and form partnerships between OSL children and sister daycares in Canada. Propose initiatives that benefit local Canadian communities to meet grant criteria as being beneficial to Canadians.
- ✓ **Diversify revenue sources:** Seek grants, corporate donations, and non-monetary partnerships with corporations, Foundations, colleges, and universities.

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- ✓ **Strategic marketing efforts:** Utilize conference and event booths, digital channels, and presentations for effective outreach.
- ✓ **Continue seeking collaborators:** Present to various groups to identify potential collaborators.

Activities and Key Performance Indicators (KPI)

- ✓ Acquire a school van/bus by 2026 to reduce risks.
- ✓ Establish sister daycares between OSL and Canadian daycares by 2026.
- ✓ Partner with 2 institutions for student/volunteer placements, focusing on Black students of African descent, in Ghana daycare within the next two years.
- ✓ Conduct six OSL Collaborator Presentations and publish 6 newsletters by 2026.
- ✓ Increase daily attendance fees.
- ✓ Complete and sustain University of Cape Coast Early Childhood Learning training for staff.
- ✓ Secure 2 grants to hire Canadian personnel within two years.

OSL Immediate Needs



Small Furniture Items: tables, chairs, cribs, lockers, Games for 90+ kids



Finish this Outdoor Shelter above



A Playground



Video



Early Educators Training & School Materials needed

Transportation Challenges

Thank You! Questions ?

"History will judge us by the difference we make in the everyday lives of children" – Nelson Mandela

Acknowledgements

Many people supported the creation of OSL’s 2025-2029 Strategic Plan. We thank all participants and friends of OSL for their time, insights, and perspectives.

OSL Board of Directors (Volunteers)	Entumbil OSL Daycare (EOSLD)) Paid Staff
John Hagan – President Kojo Fynn – Vice President (Ghana) Celestina Hagan Gerard Yoofi Hagan – Treasurer/Secretary Rosina Esi Desu – Country Director Bonaventure Gee Hagan Karen Richards	Lydia Botchway – Principal Cyntia Koomson – Assistant Principal Rita Ofori – IT Coordinator & EOSLD Secretary Josephine Okyere Vida Nkrumah Sarah Fosu Rosina Esi Desu – Marton Janet Ackom Kojo Mensah Stephen Appiah Kofi Ericokae Noah Arhin Rita Adobaw Kwesi Larbi

Directors’ Approval

The 2025-2029 One Step Learning (OSL) Strategic Plan has been presented, reviewed, and approved by the OSL Board of Directors. The Plan outlines our identity, mission, purpose, and the significant impact that our small Canadian charity has on an international scale.

Approved on behalf of the Board of Directors.

Director - President

Director – Secretary Treasurer

Date: March 1, 2025

Date: March 1, 2025

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