



ANNUAL REPORT 2021

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A Word from the President



For the second year in a row, the COVID-19 outbreak has disrupted the daily lives, work and morale of the entire world's population, in various ways and to varying degrees. The disease has still affected millions of people and put a strain on national health systems, illustrating the urgent need to reform and thoroughly modernize the sector in both Western and emerging countries. Moreover, while certain sectors such as tourism and construction have continued to suffer from the health crisis, **the process of digitalization of traditional economies and new ways of working have continued to benefit from this context**, particularly in Africa. Private investment reached US\$7.4 billion in 2021, more than double the US\$3.4 billion received in 2020 and US\$2.6 billion more than the previous record of 2017. Of this US\$7.4 billion, 81% was invested in technology companies.

In this context, even if the main programs supported by the Foundation have naturally seen their progress slow down or have been postponed, the majority have continued to adapt, accelerate their transformation process towards innovative solutions and benefit from the experience gained in 2020.

Junior Achievement Africa's digital competitions have thus been completely mastered from an operational and technical point of view. In addition, the digital version of the JA Company Program and JA ITS TYME entrepreneurship programs was launched in 2021 under the name JA DEEP, offering the opportunity to reach up to 1 million more students each year.

Despite these setbacks, Tomorrow Foundation has seized these opportunities to strengthen its existing partnerships and develop new ones. The Foundation is thus committed to supporting the implementation of JA Deep in Francophone Africa and discussions with Junior Achievement have been initiated to define the terms of this new partnership. I also had the great pleasure of being invited to join the Digital Innovation Committee of Junior Achievement Africa to help guide the organization in its transition to the future of digitalization and technology. Finally, new initiatives were supported in Central and West Africa to promote the education of young people and the fight against rural exodus.

Tomorrow Foundation hopes that in 2022 the world will return to a certain normality and will allow us to regain a human contact with our partners and the young people we support because it is essential to transmit create the emulation, energy and understanding necessary for the success of all the projects, technologies and partnerships to be implemented.

Maggie M



Organization of the Foundation

On July 1, 2021, the Foundation moved into new offices on the left bank of Geneva, rue Pierre-Fatio, 12. In addition to being more spacious, these offices also have the advantage of being located in the center of Geneva and being very well served by public transport.

Given its development and a context of gradual resumption of projects, the Foundation has also strengthened its team with the recruitment of a new member for a fixed period. Sharing our philosophy, Ms. Kathrine Lind Amdisen from Denmark joined the Foundation in September and supported it as a project manager to participate in the monitoring of existing projects but also in the creation and implementation of new projects and the implementation of the new fundraising process..



New Offices



Impact of the Futurepreneurship Program

Reminders about program objectives and conditions

The Company Program, of which the Futurepreneurship Program is a 16-week course that guides students through the steps of starting and running a business. Last year, JA Africa partnered with the Project Management Institute Educational Foundation (PMIEF) to incorporate project management concepts into the program, which have proven to be an invaluable asset for seasoned entrepreneurs. The curriculum is now called the Integrated Company Program.

Sharing the same commitment to increasing the number and impact of well-trained and resourced young African entrepreneurs, Tomorrow Foundation has partnered with JA Africa since 2019 to train 1650 young people (550 per year) across Côte d'Ivoire (150), Gabon (200) and Ghana (200) through the Futurepreneurship program to entrepreneurship and strengthen their entrepreneurial and financial skills for future success.

Due to the setbacks caused by the pandemic, implementations have been delayed, leading the Foundation to commit to extending the partnership until at least September 2023, in order to complete the current cycle. The table below shows the progress made to complete the training and close the 2019-20 cycle (February 2019 to March 2020), and to launch the 2020-21 cycle (March 2020 to February 2021), given the restrictions caused by the global COVID-19 pandemic that has inevitably caused a decrease in the number of young people recruited and having completed the program. Despite this, the program has still had an impact on many young Africans, as can be seen below.

Table 1: Cumulative scope statistics from March 2019 to February 2021 for the Futurepreneurship project

#Students	Côte d'ivoire	Gabon	Ghana	TOTAL
Recruited and registered	617	782	600	1,999
Abandons	186	469	200	855
Trained and certified	31	313	400	744
Ongoing training	400	-	-	400
TOTAL	862	626	800	2488

IVORY COAST

Implementation of the programme in 28 schools with support from the Ministry of Education

386 students

7 schools in the final for the national competition

Presence of several Ministers and a representative of the Foundation during the competition

386 students participated and successfully completed the program in Côte d'Ivoire in 2021. JA Côte d'Ivoire appealed to the Ministry of Education, which provided official permission for implementation in 28 schools. This year, the programme was extended to four other cities outside Abidjan: Yamoussoukro, Ferkessedougou, Bouaké and Duékoué. The program was officially launched by a project management seminar for all participating students on April 30, 2021. During this seminar, students were introduced to the basic concepts of project management and entrepreneurship in order to give them a taste of the program's sessions.

The national competition, which is the culminating event of the program, took place on Friday, November 12, 2021 at the West African Regional Episcopal Conference (CERAO), located in Aghien, Abidjan. The event brought together high-level personalities, including:

- ▶ The Minister of National Education and Literacy
- ▶ The Minister of Technical Education, Vocational Training and Apprenticeship
- ▶ The Minister for the Promotion of Youth, Professional Integration and Civic Service and Civic Service
- ▶ A representative of Tomorrow Foundation in Côte d'Ivoire





Seven schools competed for the title of National Company of the Year; **TSF Bouaké's Junior Holdings emerged as the big winner**. The team developed the CYCLE-BOT which is a multifunctional ecological machine running mainly on solar energy. The machine transforms the waste into bricks for construction, fertilizer solution for sustainable agriculture and carbonic acid to improve the taste of soft drinks. The winning team will therefore have the honor of representing Côte d'Ivoire at the regional competition of the company of the year to be held in Mauritius in February 2022.

Timeline

JA Côte d'Ivoire will start the next academic year in September 2022.



GHANA

The program in Ghana takes a digital approach

Digitization of the program following the COVID-19 pandemic

Implementation of the program strongly impacted by COVID-19

1,000 students
40 schools
4 regions

Marketing actions to increase the awareness of the program

Last year, JA Ghana focused on rebranding the program and digitizing its program content to adapt to the changes brought about by the COVID-19 pandemic and facilitate the expansion of the program outside the capital, Accra. The Enterprise Programme was renamed the National High School Business Pitch Competition, in order to gain notoriety and attract local partners to Ghana. It was launched on 17 July 2021 in Accra with the presence of the Deputy Minister of Education, the Reverend John Ntim Fordjour (member of the Board of Directors of JA Ghana).

The curriculum of the Integrated Enterprise Program has therefore been converted into video format with the following adaptations:

- ▶ A brainstorming session on design
- ▶ A session on prototype building that will be organized as a boot camp halfway through the program to help students build prototypes of their products. The boot camp will be held temporarily at the Academic City University in Accra, in collaboration with Ghana Tech Lab.

Due to changes in the school calendar, which were a major challenge for the launch of the program, no school had the green light from the Ministry of Education until March 2022 to begin implementation.

In Ghana therefore used this period to visit and engage potential schools for implementation. So far, 40 upper secondary schools in four regions (West, Centre, North and North-East) have registered as contact schools. In total, the target is 1,000 students. The signatory schools agreed to host the program and received partnership letters to sign.

Key stakeholders, such as the district units of the Ghana Education Service, the Conference of Assisted Secondary School Principals (CHASS), school principals and teachers, were involved throughout the year. Approvals from these stakeholders are essential to ensure successful implementation.

Timeline

JA Ghana will conduct regular visits to schools to monitor the progress of implementation and work on the necessary adaptations to ensure the success of the operation by June 2022. In the meantime, JA will complete implementation in July 2022.





GABON

578 students recruited

Implementation of the program strongly impacted by COVID-19

109 students completed the program

Reorganization in progress

During the first implementation cycle (March 2019 – February 2020), JA Gabon managed to reach 204 participants. During the second cycle (March 2020 – February 2021), 578 students were recruited and engaged in the company's program. They had completed 60% of the program when lockdown was declared in Gabon due to the pandemic. When the protocols were relaxed, only 109 students were able to complete all modules.

Gabon was expected to reach its target of 200 students by 2021 when schools reopened in September 2021. However, JA Gabon's activities have been temporarily suspended to carry out a comprehensive audit of the organization and operations that will be followed by new governance and operational configuration as well as improved processes.

Timeline

The programmes will be resumed in 2022 as soon as the review and reorganisation have been finalised.



10th edition of the JA Africa's Company of the year Competition



The 10th edition of JA Africa's Company of the Year Competition was held online from 25 to 27 March 2021. Teams from 11 countries, totalling 44 students, presented their business project to the members of the jury.

The ceremony was honored by the presence of the Prime Minister of Eswatini His Excellency Themba Masuku and also welcomed as a special guest Mrs. Aicha Evans, CEO of Zoox, the autonomous driving company valued at more than \$1 billion.

As a favorite sponsor of the event, Tomorrow Foundation awarded the Foundation's Future Tech Award to Self-Made teams from Ghana for their fitness app project and Music Plaques for You (MP4U) from South Africa for their custom glass plates linked to a song on a digital platform.

During the award ceremony, Tomorrow Foundation highlighted the absolute need for Africa to take part in the 4th Industrial Revolution and create a "new class of entrepreneurs" in the fields of digital economy, Internet of Things, Cloud, Artificial Intelligence, robotization and 3D printing.

She also recalled that the Covid context represented a formidable "catalyst" to accelerate the development of new technologies in Africa.



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Tomorrow Foundation sponsors young Ghanaians for COP26



Tomorrow Foundation sponsored Isaac Aboah, Co-founder and CEO of Curve Mobility and Nadia Owusu, Digital Marketer and Youth Advocate to represent Ghana at COP26 and COY16. With significant experience as youth advocates, via JA and other organisations, environmental leaders and entrepreneurs, Isaac and Nadia were naturally selected to represent Ghanaian youth at the United Nations Climate Change Conference (COP26) in Glasgow from 31 October to 12 November 2021.

LA **t COP26, Nadia co-designed and moderated a session at the Ghana Pavilion with Isaac Aboah and Vedant Kulkarni** (YOUNGO member and climate activist from India) as speakers on the theme "Building the Cities of Tomorrow: Sustainable Mobility and Smart Transport".

Nadia and Isaac also co-developed a workshop entitled "Youth and Sustainable Development in Africa", focusing on sustainable development issues faced by young people in rural communities and current intervention trials. The discussion showed that young people had a lot to offer if they had a platform. Isaac moderated the session "Protecting Climate Resolutions: A Call to Action for Youth Capacity Building", while Nadia discussed how to move climate change resolutions and negotiations from diplomatic conversations to youth-led, results-oriented ambitions.



On Youth Day, at the World Health Organization (WHO) pavilion, Nadia also participated **in an interactive workshop** focusing on their dreams of a better future in a world where all social, ecological and economic crises would have disappeared thanks to a global collective effort, and where the demands of young people would have been implemented.

Commenting on the support received from Tomorrow Foundation, Nadia said:



Tomorrow Foundation prepares the next generation of young leaders through partnerships and collaborations. Thanks to their support, I was able to experience my first COP and participate in it in a meaningful and favorable way. Looking back, I want to thank them for their continued partnership and commitment to supporting young leaders to make Africa economically independent and resilient.





The eSwatini team in the final of the Vega Global Entrepreneurship Award



eSwatini's Edu-Buddies team, winner of the Tomorrow Foundation Future Tech/Innovation Award at the JA Africa Company of the Year 2019 competition and having received a specific donation from the Foundation, represented Africa at the Final **Round of the Vega Global Entrepreneurship Award in June 2021.**

The Vega Global Entrepreneurship Award recognizes the best JA entrepreneurs and was created by Ralph de la Vega, former President and CEO of AT&T Mobile and Business Solutions. The winning teams from each of JA's 6 annual regional competitions dedicated to student-led business creation (including Company of the Year, Young Entrepreneurs Competition, National Student Leadership Summit) are automatically qualified for the final round.



Launch of discussions for the new JA Digital Entrepreneurship Education Program (DEEP) project

JA DEEP is an interactive online program on entrepreneurship, created especially for young African learners. **JA DEEP is the highly successful online version of the Physical Enterprise Program, which includes the Futurepreneurship Program supported by tomorrow Foundation for several years.** The program allows learners to experience the risks and benefits of entrepreneurship by guiding them through all stages of starting and running a business that addresses a need or solves a problem in their community.

By establishing a digital learning platform based on an existing, open source and customizable learning management system, JA DEEP has the potential, ultimately, **to engage more than one million students per year**, while reducing the cost of delivery to less than a dollar per student. In July 2021, Tomorrow Foundation informed JA Africa of its willingness to provide financial and technical support for the implementation of the JA DEEP program in French-speaking Africa. Discussions were then initiated and regular exchanges were carried out to define the terms of this new collaboration: scope of the program, budget, planning, objectives. The curriculum of the Integrated Enterprise Program has therefore been converted into video format with the following adaptations:

Following these initial exchanges, **an implementation plan was defined to first launch a pilot version of JA DEEP in Côte d'Ivoire** and then extend it to Senegal, drc and Gabon, with a target of more than 10,600 young people over three years.

Timeline

Finalize the terms of the agreement and sign it to be able to launch the implementation of the JA DEEP program according to the schedule in June-July 2022.



Professional development at the proFonds Foundation Day in Zürich

Tomorrow Foundation participated in the 30th anniversary edition of the Swiss Foundation Day by proFonds in Zürich on 3 November 2021.

The theme of the event, entitled "Foundations in Transition", was the generational change we are facing. Participants were invited to reflect on the common achievements of the past 30 years, but also to ask each other what topics we could address in the future in our work in the foundation and non-profit sector.

Throughout the day, many inspiring contributions and group discussions took place. Among the first, we can mention:

● **Foundation assets:** sustainable returns through equities - by Serge Lutgen, Deputy CEO and member of the Board of Directors of Scobag Privatbank AG

● **Agility in the non-profit sector:** by Sandro Antonello and Giorgio Panzera of the Idée-Sport Foundation.

● **Digitalisation and climate change:** médecins Sans Frontières' humanitarian aid of tomorrow - by Sibylle Berger, delegate of Médecins Sans Frontières Switzerland.

The conference included two round tables: one on the past, present and future of **foundations and non-profit organisations in Switzerland**, and the other on foundations **and non-profit organisations and political engagement**, with the participation of Melchior Lengsfeld, Director of Helvetas.



The Founder and President of Tomorrow Foundation joins the Digital Innovation Committee of AND Africa

The world is changing and becoming more and more digital. Our long-term partner JA Africa is therefore following this trend. To stay relevant and drive growth, JA Africa this year launched **the Digital Innovation Committee of ja Africa's Board of Directors**, whose main objective is to promote the organization's digital transformation agenda. The Committee was created following JA's engagement with its consulting partner, Accenture, to identify barriers and develop a strategic roadmap and execution plan to realize their vision of growth over the next 3-4 years where they aspire to reach more than 500,000 young people in Africa.



The Founder and President of Tomorrow Foundation, Maggie Gu, has been invited to join the strengths of the committee along with other prominent board members:



Kojo Boakye (President), Head of Public Policy in Africa for Facebook.



Will Derban, Acting Head of mobile for humanitarian innovation at the GSM Alliance.



Christi Maherry, President of LAWTrust and co-founder of the V3 Foundation,



Iyinoluwa Aboyeji, a prominent entrepreneur who co-founded the African licrones Flutterwave and Andela and now head of Future Africa.

To promote JA Africa's digital transformation, the Committee also has the primary objective of providing the necessary governance on the direction and continuity of the progress of the digital strategy and embodying their leadership skills to promote accountability for quality. This oversight will advance work on the Digital Strategy while ensuring its growth, impact, and alignment with JA Africa's vision and values.



Outlook for 2022

Implementation of the external fundraising process

- Conduct joint fundraising with JA Africa to finance the development of the DEEP program in Senegal, Côte d'Ivoire, DRC and Gabon.
- Establish multiple channels for fundraising in the United States and Europe for the Foundation and programs in partnership with Junior Achievement: direct contacts, events, partnerships.

Strengthening key partnerships

- Finalize the new partnership with JA Africa for the large-scale digitization of the Company Program on the African continent with JA DEEP and launch its implementation
- Continue to support JA Africa through the Existing Futurepreneurship program.
- Strengthening the presence and visibility of Tomorrow Foundation at the MEDays Forum during the next physical editions.
- Continue the partnership with the Prometheus Institute around education and economic development policies.
- When the opportunity arises, sponsor young African leaders who share a common vision with Tomorrow Foundation as at COP26

Development of initiatives related to new technologies in Africa

- Study the possibility of directly or indirectly supporting African start-ups in the field of fintechs, health and education: financial support, promotion, creation of incubators, training and support programs.



⋮ Acknowledgements

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