PEAS Strategic Plan: 2012-2017

Executive Summary

Millions of African children do not have the opportunity to progress beyond very basic primary education, and yet education is the most powerful route out of poverty and essential to building the foundations for strong and successful societies. Our mission is to unlock the potential of Africa by delivering equal access to affordable, quality education, and to do so in a manner that creates a sustainable education platform, locally run and not reliant on outside aid.

At PEAS, we have a clear vision of the organisation we want to become and what it will achieve. This strategic plan marks the continuation of a very exciting period of growth for PEAS, both in the UK and Africa. The creation of 110,000 permanent secondary school places across six countries will make a huge impact on the lives of up to half a million African children over the next 20 years alone, and we will have built a solid platform for future growth.

This document is a summary of the full PEAS 2012-17 Strategic plan, and describes the current organisation, our vision for the future, and the strategy in place to make that change happen.

Our vision for change

- Create 100,000 sustainably financed secondary school places in Uganda by 2017*
- Make PEAS schools the best free/low fee secondary schools in Uganda
- Create 10,000 places across five new countries in sub Saharan Africa by 2017
- Demonstrate and communicate the success of PEAS
- Build a strong organisation capable of responsibly delivering PEAS goals

*of which 50% of places are reserved for girls.

Future Organisation: 2017 Headline Goals

By 2017 PEAS will have enrolled 59,560 pupils in school across the school network, having created 110,000 sustainable places in schools across six countries, as well as providing a strong incentive for at least 100,000 more primary school children to finish primary education. PEAS will have 3860 employees in schools (of which 2670 are teachers), PEAS Uganda will have 62 employees in Kampala and regional offices managing the PEAS school network, and there will be established team of 16 in Zambia preparing to follow in PEAS Uganda’s footsteps and drive significant growth.
In 2011, we undertook a process to define and embed our organisational values. As we grow, our values will ensure that the mission and principles of PEAS are understood by all, and that all employees consider these values in making daily decisions. Our values are as follows:

**Effective**

We are cost-effective and want to achieve as much impact as possible per donation. We are driven by impact, and every member of PEAS is united by the desire to effectively deliver benefits on the ground, constantly striving to provide the best education.

**Enduring**

We are long-term focused, always considering the wider repercussions of our work and avoiding market distortions so that we benefit communities now and in the future. Our school networks will become fully sustainable and independent of UK funding, including running the schools, renovating them, and funding the PEAS in-country teams.

**Empowering**

We work for equal access to all, empowering disadvantaged African children, especially girls, to reach their potential through secondary education. We develop local organisations and build capacity by recruiting locally, encouraging best practice and focusing on the professional development of our staff. We encourage independence, innovation and creativity at all levels of the organisation.

**Collaborative**

The multiple levels of PEAS mean that collaboration between schools, operational headquarters and fundraising branches is critical. Using strategic partnerships will support us to widen our impact, to learn, and to grow as an organisation. All PEAS schools work with the community to generate support from parents, promote the importance of secondary education, and seek feedback to help us improve our schools. Most importantly we also work closely with central and local government.

**Genuine**

We are honest and principled, and believe in maximum transparency within the organisation and in presenting our work to the public. We are committed to improvement, and identify and roll out best practices from within and outside our network. We openly admit our mistakes with the aim of improving our approach and the outcomes of our work.
A Strategic Plan for Change

Within each of the five major visions described, we have set further granular goals to communicate throughout the organisation what change is required, what success will look like, and how we will measure progress. Examples are provided of key target areas relevant to each vision, however the full PEAS Strategic Plan, which includes all target areas and goals identified to achieve each vision is available on request. To view this document, as well as supplementary appendices demonstrating projected capacity growth in the PEAS UK and PEAS Uganda teams, phased minimum school requirements and both new school and new country choice criteria, please email info@peas.org.uk or call 020 3117 1918.

Visions and target areas

1. **Create 100,000 sustainably financed secondary school places in Uganda by 2017**

   Three in four Ugandan children does not have access to an affordable secondary school. We want to reach as many young people as possible without sacrificing quality or overloading the PEAS Uganda central team. Building a network of schools which provides 100,000 places will provide education to up to half a million students over the next twenty years, whilst driving economies of scale, and generating sufficient revenue to make the central team fully independent of UK funding by 2021.

   Example target areas include building a further 93 schools by February 2017 (5 in 2011, 10 in 2012, 18 in 2013, 25 in 2014, 25 in 2015, 10 in 2016), ensuring all schools are located in areas of need and wherever possible built in sub-counties of greatest need and that at least 50% of PEAS students are girls.

2. **Make PEAS schools the best free/low fee secondary schools in Uganda**

   Through best-in-class evaluation and development processes, and investment in a specialist team of educational and training experts in the PEAS Uganda central team, we will focus on accelerating improvement of the quality of education in our schools. New measurement processes will ensure we share best practice from our leading teachers, and support less developed schools to become superior in their districts.

   Example target areas include all PEAS schools ranking above the district average in exam results from third exam onwards with continuous improvement, that PEAS students show progress on internationally recognised numeracy, literacy and scientific literacy tests taken immediately after entry and in term two of their fourth year.

3. **Create 10,000 places across five new countries in sub Saharan Africa by 2017**

   Our aim is to identify those countries with great need for the PEAS model, and where PEAS staff will be able to work safely and effectively. Learning from our experience in Uganda, we will launch and begin to develop networks in five new countries over the next six years.

   Example target areas include launching 24 new schools in five new countries, ensuring that for all new countries we can collaborate effectively with national governments and funders, and that for every country PEAS will carry out full evaluation of success before investing in a third school.
4. Demonstrate and communicate the success of PEAS

To take full advantage of the impact of PEAS schools, we will analyse the quality and cost effectiveness of our model, and to share that analysis with key audiences. The first of these will be other education providers, both state and private, who we would like to influence. The second will be current and future donors who will be able to partner with us to expand our network further in years to come.

Example target areas include creating a comprehensive alumni database with structure in place by end of 2011 and data for 80% of graduates by 2013, designing a comprehensive measurement process for all elements of a well-rounded education and measure all schools from year one onwards, comparing where possible to district and national averages.

5. Build a strong organisation capable of responsibly delivering PEAS goals

Our final aim is to ensure that as our ambition and commitment help us to drive towards these goals, we continue to build a strong organisation which will be successful in the long term. This will include a focus on increasing financial and human capacity in advance of making operational commitments, and putting in place processes and guidelines suited to the much larger organisation we are becoming.

Example target areas include building and maintaining a donor base of institutions, corporates, communities, events and individuals which is sufficient to support PEAS’ strategic plan, establishing and embedding a set of PEAS’ values which clearly express PEAS’ core principles.

The budget forecast below details the targeted growth of PEAS over the next seven years in line with our ambitions to scale up our network of schools. By aligning ourselves with carefully chosen partners we can access funding for multiple schools as well as invaluable sources of expert advice over long periods. We think building close links with select organisations will be critical to our growth and development over the next seven years.

Forecast budget:

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