



Education for Development

Strategic Plan

2010

Background

As the 2008-2010 Strategic Plan of Education for Development (EFD) came to an end in 2010, the organisation conducted strategic planning during that year to determine where it wants to go over the next 3 years. The goal of EFDs strategic planning was to define the purpose of the organisation and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organisation's capacity for implementation. The scope of work was carried out in two key phases, the first being *analysis and research*, and the second being *strategic mapping and drafting*.

Phase 1 - Analysis and Research

- *Contextual Analysis*
Contextual review aimed at identifying broad sector information (external environment)
- *Organisational Analysis*
 - Internal *organisational appraisal* aimed at identifying areas of inefficiency and opportunities for streamlining and reorganisation.
 - Review the main programs:
 - *Infrastructure Program*
 - *Training Program*
 - *Management and Advisory Service Program (MAS)*
 - *SWOT Analysis* – Identifying the current strengths and weakness while identifying the challenges and opportunities to move EFD into its future state in an effective, efficient and realistic manner.

Phase 2 - Strategic Mapping and Drafting

- *Identification and prioritisation of strategic goals and objectives*
Clearly define the purpose of the organisation and to establish realistic goals and objectives consistent with the mission in a defined time frame within the organisation's capacity for implementation.
 - What are the organisational goals
 - What are the strategies and objectives to achieve these goals
- *Formulation of a set of scenario strategies and key activities to implement*
Identify a set of proposed goals and strategic objectives for further review (by EFD board)
Outline proposed responsibilities and timelines with each strategic objective
Draft Strategic Plan 2011-2013

This document is the result of the above described strategic planning process and provides you with an overview of EFDs Strategic Priorities for 2011-2013.



Education for Development

Vision, Mission, Values & Principles

Vision

EFD is committed to creating a world where all children and youth can develop themselves to their full potential. EFD has a vision of a strong grassroots network of LSOs that are able to effectively address the educational needs of disadvantaged children and youth.

As a development organisation, EFD sees itself as an independent NGO that has the necessary financial and organizational capacity to ensure its own stable operation in the long term. The organisation wants to be flexible to respond to changing needs in a rapidly changing context and it wants to be able to seek the highest return to its limited financial investments through operating in a highly cost-effective way. EFD wants to be true to its values and principles and it would like to build on and promote proven best practices as well as develop and pilot innovative approaches.

As an international NGO, EFD will continue to have administrative council units in different countries - such as currently operating in The Netherlands and Belgium. These different units will operate freely to develop their activities but they will share a commitment to the EFD goal, mission and principles. The administrative council units will closely collaborate with and support one another and it will promote solidarity without borders by drawing on the support from volunteers and donors across the globe.

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Mission

EFD works with local (Vietnamese) social organisations to improve and expand their educational services for disadvantaged children and youth.

EFD firmly believes these services should be provided and managed by Vietnamese organisations. Thus, it is EFD's mission to assist Vietnamese organisations with the resources and capacity to provide effective, direct service to disadvantaged children and youth so they can have the opportunity to develop themselves to their full potential.

Values & Principles

EFD will endeavour to employ a rights-based approach in all its operational and program activities. This approach is rooted in the organisation's unequivocal support for international declarations such as the Universal Declaration of Human Rights and the Declaration of the Rights of the Child. As non-governmental development organisation working in Vietnam, EFD will endeavour to empower disadvantaged children and youth by encouraging non-discrimination and participation in project activities at all levels.

EFD will also encourage volunteerism as a means for the youth of Vietnamese to effectively contribute towards the sustainable development of their country.

Guiding Principles:

- **Sustainability**: EFD's activities should have a lasting impact that can be continued once EFD's support has ceased.
- **Participation**: EFD strives for maximum involvement of all stakeholders, especially disadvantaged children and youth.
- **Information sharing**: EFD shares learning and best practices.
- **Child Rights**: EFD raises public awareness of the Rights of the Child, especially their right to education.

EFD supports organisations regardless of their political and/or religious affiliation.



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Strategic Priorities 2011 – 2013

Strategic Priority 1

To work directly with Local Social Organisations towards increased & improved education services for disadvantaged children & youth

- Objective 1.1** To improve the level of understanding of, and skills to address, the educational needs of disadvantaged children and youth by educators & significant others
- Objective 1.2** To strengthen partner Local Social Organisations' capacity with more appropriate educational infrastructure to support their education services
- Objective 1.3** To strengthen partner Local Social Organisations' capacity to plan for and manage their educational services

Strategic Priority 2

To facilitate linking & learning within the education for disadvantaged children & youth sector for improved capacity for service delivery

- Objective 2.1** To work with complimentary organisations towards strengthening the sector systems for developing shared resources & knowledge within the sector

Strategic Priority 3

To further develop Education for Development as a leading organisation in the sector of education for disadvantaged children & youth

- Objective 3.1** To further develop and professionalise Education for Development to ensure best practice in its service delivery
- Objective 3.2** To develop a strong & diverse support base for Education for Development to ensure it meets the needs of the sector