



VISION 2017

Overview

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INTRODUCTION

As we enter the second decade of Wellspring's existence we can reflect on some wonderful achievements. We have seen the completion of the Wellspring Academy, the creation of an innovative School Development Program, growing influence with governments and participation in systemic change through the development of the education system in Rwanda. We have had the privilege of engaging more and more people in our work and seen our support base and organizational partnerships grow year by year. These are just some of the many highlights and we are looking towards the future with excitement and anticipation.

It is with that sense of anticipation that we are launching our Vision 2017 strategic action plan, which is the product of a collaborative effort by many of our team and stakeholders. We utilized a planning process that involved analyzing our current situation and projecting forward as to how the future could look if we took realistic and achievable steps and grew our resources accordingly. As part of the process, key members of the team and many stakeholders came together in a number of meetings and conversations, as we dreamed and envisioned what the future of Wellspring could look like. Task forces were formed to work on the information generated, which has allowed us to construct such an in-depth action plan. In doing this work it has once again brought me to a place of being so thankful to be able to serve with a team as capable as the one we have. Combining the elements of audacity of vision and clarity of purpose, our desire together is to see Wellspring grow beyond its current boundaries in people, resources and geography in such a way that the depth of our work is not compromised. We believe this action plan will allow us to do that.

In working to fulfill the objectives laid out in this plan, we will always recognise that the community that makes up Wellspring is a wide and diverse one, from those with great resources in North America, to those participating in our programs and living in material poverty in Africa. Whatever our situation, we know that we all need transformation and that all of us have areas of poverty in our own lives that God wants to address. As Bryant Myers states:

“Poverty is the result of relationships that do not work, that are not just, that are not for life, that are not harmonious or enjoyable. Poverty is the absence of shalom in all its meanings.” *(Bryant Myers: Walking With the Poor: Principles and Practices of Transformational Development. P86)*

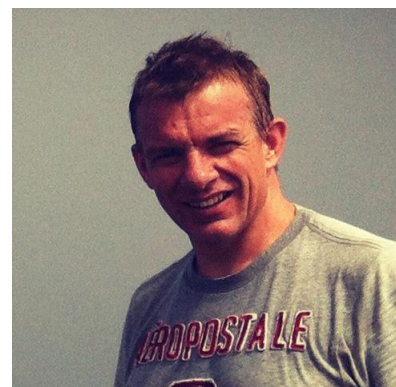
All of us struggle with the absence of shalom in some area of our lives and in knowing this, our desire is never to enter into a superiority complex with those we serve. Rather it is to come alongside and be learners as well as doers, to join our assets with those in the schools and communities we work in, that together, we might develop the appropriate solutions that are required. Corbett and Fikkert sum this up in the following way:

Development is not done to people or for people but with people. The key dynamic in development is promoting an empowering process in which all people involved - both the "helpers" and the "helped" - become more of what God created them to be." (*Corbett and Fikkert: When Helping Hurts. P105*)

As with any such plan, this is a living document and will be reevaluated on a regular basis. This is particularly essential in the environment within which The Wellspring Foundation operates. New opportunities regularly present themselves and doors that appeared open one month may be closed the next. As such we will always seek to pursue God in the choices and decisions we make. We will practice wisdom and will never be afraid to push forward or back away as He leads. In so doing, we will always ensure our priorities mean that we never compromise our core operations. These are the creation of vibrant school communities through our schools development program, the promotion of systemic change in the education sector and engaging in transformational relationships in all areas of our work.

In all that we do, our desire is that we might truly be able to live out our vision to be a catalyst for transforming education in Africa and to foster vibrant communities that address poverty in all its forms. In so doing may we always follow the call of scripture in Micah 6:8 "to act justly, love mercy and to walk humbly with our God".

Andy Harrington
Chief Executive Officer
The Wellspring Foundation for Education



WHY DOES WELLSPRING EXIST?

We are passionate about real life change in all members of the Wellspring community, as we show the love of Christ by empowering a new generation of leaders in Central and Eastern Africa and beyond. We believe we are uniquely placed to be a catalyst for transforming education for hundreds of thousands of African children and fostering vibrant communities that address poverty in all its forms.

This leads to our vision and mission statements.

VISION

To be a catalyst for transforming education in Africa and to foster vibrant communities that address poverty in all its forms

MISSION

We will seek transformation in all members of the Wellspring community as we show the love of Christ by empowering a new generation of leaders in Africa.

Over the next 5 years we will seek to be a catalyst for change as we invest in four key areas:

1. *Abundant Leadership*

We will invest strategically in educational leaders with passion, vision, and values to make a profound difference in the lives of the next generation.

2. *Vibrant School Communities*

We will extend our School Development approach and help public, private, and Christian schools become vibrant communities.

3. *Innovative Solutions*

We will continue to develop as a leading organization in Central/Eastern Africa and beyond at developing, modeling, and sharing innovative and effective solutions for the education sector.

4. *Transformational Relationships*

We will seek transformation in the lives of the entire Wellspring community as we engage together in our part of God's restorative work in the World.

GOALS

Goal #1: We will invest strategically in educational leaders with passion, vision, and values to make a profound difference in the lives of the next generation.

1. We will start an in depth leadership development program that will mentor educational leaders with greater potential and empower them for service at an advanced level.
2. We will seek to provide access to higher qualifications for African educators who have the potential to be transformational in their approach to education in Central Africa.
3. We will host periodic strategic leadership training events and partner with other organisations on key strategic events that further build educational excellence.
4. We will continue to support the leadership of ACT Rwanda as they seek to support teachers across the country in their faith and profession and find an effective way to share learning.
5. We will have a greater focus in Rwanda on the training of teacher multipliers, deputy and head teachers, Sector Education Officers & School Inspectors

Goal #2: We will extend our School Development approach to help public, private, and Christian schools become vibrant communities.

1. We will help Gasabo District (and its 48 public schools) to become the top-performing district in Rwanda's education sector.
2. Through strategic partnerships we will seek to ensure that 50-100 additional schools in Rwanda have benefitted from the School Development Program and are moving towards vibrancy.
3. We will provide first class technical support to the Wellspring Academy so that it can be internationally accredited and the leading Christian school in Rwanda, with strong national leadership and 650 children in K-12.

Goal #3: We will continue to develop as a leading organization in Central/Eastern Africa and beyond at developing, modeling and sharing innovative and effective solutions for the education sector.

1. We will continue with our strategic leadership as a contributing member of the Rwanda Education NGO Collaboration Platform (RENCIP)
2. We will participate in the development and implementation of an accreditation program for African Christian Schools in collaboration with other key stakeholders.
3. We will actively explore appropriate expansion alongside our Rwandan operations within Central/Eastern Africa and beyond.
4. We will establish Wellspring as a leader in Asset-Based Community Development within the Education Sector.
5. We will continually work on researching and developing new solutions to achieve our mission and vision and integrate them into long-term plans

Goal #4: We will seek transformation in the lives of the entire Wellspring community as we engage together in our part of God's restorative work in the World.

1. We will establish The Wellspring Center for Transformational Engagement, to include a multi-use guesthouse with meeting space and a conference centre to engage the Wellspring community in a journey of transformation.
2. We will build a new base of operations for our school development program in the Gasabo district and an HQ for our regional operations.
3. We will establish a functioning Wellspring partner office in the United States.
4. We will build a community of volunteers and passionate advocates for the cause of Wellspring across North America.
5. We will invest meaningfully in the lives of the Wellspring community and provide opportunities for transformational engagement with our work.

CORE VALUES & GUIDING PRINCIPLES

CORE VALUES

Our desire is to establish high quality Christian values based education that will produce creative, principled and capable leaders. We strive towards this end by empowering educators, developing schools and enriching lives. We are motivated by our faith in Jesus Christ, who alone has the power to change people's hearts. This faith is the foundation for our Core Values

Transformation: We strive to influence positive change in people's relationship with God, themselves, society and their environment.

Empowerment: we strive to give people power, and challenge them to do likewise.

Stewardship: we strive to treat all resources entrusted to us with the highest level of care and accountability.

Partnership: We strive to build partnerships with like-minded individuals and organizations.

Excellence: We strive to develop people and innovative models that can be emulated.

GUIDING PRINCIPLES

Over the next 5 years we want to emphasise the follow guiding principles in terms of who we are and what we hope to be, in order to outwork our strategic plan.

An organization characterized by integrity: We will be true to who we are in every location Wellspring operates.

An organization characterized by humility: We recognize that we cannot change anyone's mind or heart, but we trust in the only One who can.

A learning organization: We will continually evaluate and learn new methodologies and ways to operate, in order to be the best servants in our field that we can be.

A constantly sharing organization: Open hearted, open handed, abundant in our own thinking.

A caring organization: A place where people are deeply and individually cared for as we serve together.