



# Growing PEAS Schools, Supporting All Schools

Global Strategy 2022-2026

peas





# Executive Summary

PEAS' vision is a world where all children enjoy an education that unlocks their full potential. To achieve that, our mission is to get more children in Africa through quality secondary education.



# PEAS 2022–2026: a strategy for growth

We will grow our school networks to double their size, launch in a third country, and expand our wider impact by strengthening education systems.

GOAL 1	GOAL 2	GOAL 3
<p><b>Growing the PEAS school networks</b></p> <p>By 2026, PEAS will have doubled the number of students in our school networks, including in a third country, and closed the gender attainment gap.</p>	<p><b>Strengthening education systems</b></p> <p>By 2026, we will have improved secondary provision at a national level in two of PEAS' three countries of operation.</p>	<p><b>Strengthening our organisation</b></p> <p>PEAS will be sector leading in diversity, equity and inclusion. And, our operations and fundraising will drive growth and school improvement.</p>







## **GOAL 1**

# **Growing the PEAS School Network**



# Growing the PEAS School Network

By 2026, PEAS will have doubled the number of students in our school networks, closed the gender attainment gap, and supported more students to make successful transitions.

The PEAS schools are our most important assets. Our ability to partner with others and effect wider system change relies on the strength of the PEAS schools. Therefore, continuing to increase access, quality and sustainability (A,Q,S) across our own network remains essential. This is especially important as the PEAS school networks recover from the effects of Covid-19 related school closures.

## Access: Double the number of PEAS students

### How we will do it

By 2026 we will have a full scale, financially sustainable school network in Uganda, at least 6 schools in Zambia, and school operations established in a third country.

For PEAS, equity is central to our access aims. We will maintain our focus on expanding access to students from marginalised groups, including girls, students from the poorest households and students with special educational needs (SEN). Our schools are more inclusive of these groups than other school types and we will commit to protecting our successes in this area in spite of ambitious quality and sustainability targets.

### What this will look like in PEAS countries of operation

#### UGANDA

- Student enrolment will have doubled, our existing schools will be larger, and we will have established new ones
- Girls' retention will match that of boys
- The proportion of students coming from lowest income families\* will be maintained
- The number of students completing secondary education in PEAS schools will have increased

#### ZAMBIA

- Student enrolment will have doubled, our existing schools will be larger, and we will have established new ones
- Girls' retention will match that of boys
- The proportion of students coming from lowest income families\* will be maintained
- The number of students completing secondary education in PEAS schools will have increased





## Quality: Close the gender attainment gap and support more students to make successful transitions

### How we will do it

We are doubling down on our commitment to girls. PEAS has a strong track record expanding access to quality secondary education for girls. However, girls' outcomes still lag behind that of boys. We are committed to changing this and establishing PEAS as a leading player in girls' secondary education. As well as world-class programming, we see excellent, African, female leadership as the solution.

Our aspiration is for all PEAS schools to be amongst the best in Uganda and Zambia in terms of student outcomes and safety. We will continue to target improving academic results and essential skills in line with PEAS Education Approach. This period will also see a greater emphasis on education relevance and supporting students to progress to dignified work or further education.

### What this will look like in PEAS countries of operation

UGANDA	ZAMBIA	BOTH COUNTRIES
<ul style="list-style-type: none"> <li>• Student enrolment will have doubled, our existing schools will be larger, and we will have established new ones</li> <li>• Girls' retention will match that of boys</li> <li>• The proportion of students coming from lowest income families* will be maintained</li> <li>• The number of students completing secondary education in PEAS schools will have increased</li> </ul>	<ul style="list-style-type: none"> <li>• Student enrolment will have doubled, our existing schools will be larger, and we will have established new ones</li> <li>• Girls' retention will match that of boys</li> <li>• The proportion of students coming from lowest income families* will be maintained</li> <li>• The number of students completing secondary education in PEAS schools will have increased</li> </ul>	<ul style="list-style-type: none"> <li>• More PEAS students will be progressing to a fulfilling lifepath, inc. employment or further education</li> <li>• All schools will be providing a safe and highly conducive environment for learning</li> </ul>





## Sustainability: PEAS schools will be sustainable

### How we will do it

By 2026 our entire school network in Uganda, including the costs of providing school support and supervision, will be fully financially sustainable. In Zambia and a third country, schools will be sustainable and there will be a growth plan in place to reach full network sustainability. In all geographies, we are striving to deliver education at a lower per pupil cost than other school types to demonstrate the efficiency and scalability of our approaches in low resource settings.

### What this will look like in PEAS countries of operation

UGANDA	ZAMBIA
<ul style="list-style-type: none"> <li>By 2026 our entire school network in Uganda, including the costs of providing school support and supervision, will be fully financially sustainable</li> <li>PEAS will be delivering better outcomes for poorer students at a scalable cost, lower than other school types</li> </ul>	<ul style="list-style-type: none"> <li>Schools will be sustainable and there will be a growth plan in place to reach full network sustainability</li> <li>The per pupil subsidy will be reduced and the cost of PEAS education will be lower than in government schools</li> <li>Each school will cover 100% of the total school budget</li> <li>Two cost-efficiency ideas to reduce school budgets by 10% will be being implemented</li> </ul>

## Establishing a PEAS network in a third country

### How we will do it

A third school network will provide further proof that PEAS can deliver A,Q,S across different contexts and will offset the risk of force majeure in either Uganda or Zambia.

### What this will look like by 2026

- PEAS will have undertaken on the ground scoping in 3-5 high potential geographies, built great relationships with government, peer organisations and donors, identified opportunities for partnerships, mergers and innovative school network financing models and spent time in under-served communities to understand the context and appetite for secondary education.
- We will have established a school network which expands access to quality secondary education and is on a pathway to sustainability in one of these countries





## **GOAL 2**

# **Strengthening education systems**



# Strengthening education systems

By 2026, PEAS will have improved secondary provision at a national level in two of PEAS' three countries of operation.

Our ambition is to improve the A,Q,S of the wider education systems where we work. We have already started to translate our know-how into meaningful impact within the wider Ugandan and Zambian education systems. In 2018-2021, PEAS deliberately took a "test and learn" approach to our system strengthening work. We piloted a range of approaches from sharing resources and content open source with other school providers, undertaking commercial consultancy projects for clients such as the Education Commission and the Education Outcomes Fund, and partnering with government departments to roll out PEAS' school management practices in under-performing public schools. During the pandemic we took a leading role in the government of Uganda's radio and learning-loss task forces and delivered educational radio programming to 40,000+ non-PEAS students.

Our most successful system strengthening project is our "Inspect and Improve" programme in Uganda. The programme, sponsored by Uganda's Director of Education Standards, is generating evidence on effective and value-for-money ways to support leaders to improve school quality, including using digitised tools to increase efficiency. Learnings will inform national approaches to secondary school inspections and follow-on support.

## What we have learned

**The greatest opportunity for impact is in the countries where we have PEAS schools and teams** due to established reputation, relationships, and experience/knowledge of the specific context.

**To reach system-level scale we must partner with government but we will also look for ways to reach non-state partners.** It is inefficient to partner individually with non-state/private education providers. However, the non-state education sector is vital for expanding access to education and there is natural alignment with PEAS so we must look for ways to aggregate and reach non-state partners.

**PEAS' unique contribution is school leadership and management.** PEAS has a proven track record of running secondary schools and our strong school leadership and management sets us apart. Most interventions target students and teachers directly or policy development so PEAS can fill an existing gap.

**We must be demand driven, flexible and responsive to government priorities.** Appetite and resource for reform can be lacking. It is easier to make progress in areas where there is political will. PEAS' expertise may be most useful supporting existing secondary schools, or in designing innovative out of school provision, for example during school closures or for the most marginalised young people.

**We should design approaches to fit within governments' existing resource envelope.** Government has little funding available for additional interventions so grant funding is required to launch new programmes. To embed sustainably embed new approaches in the long term, they need to be low cost and achievable within existing budgets and staffing structures.



**We are ready to focus our system strengthening strategy and accelerate work in this area. Our goal is to work with governments to improve secondary provision at a national level in two of PEAS' three countries of operation (likely Uganda and Zambia).**

### How we will do it

We will package our evidence and codify our best school leadership and management practices so they can be shared with government and other partners. We will develop a set of 4 key product lines - chosen because they are areas where PEAS has evidence of best practice and they respond to areas of our partner governments' expressed interest.

These product lines are:

- **Leadership and management** processes and tools to support the data-driven and outcomes focused management of schools, including inspections, school improvement planning and implementation
- **Learning content and teaching** materials and tools for providing quality teaching and learning
- **Safeguarding and inclusion** processes and tools for creating safe and inclusive schools, especially for girls
- **Financial management** processes and tools to run efficient secondary schools and system-level mechanisms for providing funding to schools

In systems where we are able to reach our target group by working with existing schools, we will focus on in-school delivery. In education systems where this is not possible, we will have more of an emphasis on models to reach out of school young people. The experience and learnings from implementing in non-PEAS schools will provide the platform for influencing policy, practice and behaviour change at the national system level.





## How we will do it

We will establish PEAS as a thought leader with the aim to galvanise funders and sector leaders behind the need to focus on improving school leadership and management and equitable education systems, especially as a lever for improving outcomes for girls. We will build on our partnerships with key funders, researchers and think tanks to share our evidence and experience. We will continue to proactively convene relevant groups and share what we are learning through publications and events.

### Phase 1 (reaching 10% of young people)

In-school delivery in non-PEAS schools

Alternative delivery for out-of school young people

In-school delivery in non-PEAS schools

### Phase 2

Designing system-level solutions

## What this will look like in PEAS countries of operation

Building evidence & tools	Improving our wider systems	Influencing globally
<ul style="list-style-type: none"> <li>PEAS has learnings/evidence to support 4 system strengthening product lines</li> <li>PEAS has codified/packaged content for 4 product lines</li> </ul>	<ul style="list-style-type: none"> <li>PEAS has partnered to reach non-PEAS students using PEAS best practice in 2 countries (c.10% of secondary age young people in a given country)</li> <li>PEAS has improved equity and quality of secondary provision across all districts in Uganda and Zambia</li> <li>Launch system strengthening project in PEAS' third country of operation</li> </ul>	<ul style="list-style-type: none"> <li>PEAS recognised as thought leader in secondary leadership and management, and girls' education</li> </ul>







## GOAL 3

# Strengthening the organisation



# Strengthening the organisation

PEAS is sector leading in terms of diversity, equity and inclusion. And, our operations and fundraising drive growing impact and scale.

PEAS' previous strategic period focused on consolidation and organisational strengthening. We built robust operations and finance systems to transition from a start-up to a stable, resilient organisation. We strengthened PEAS' financial position, building up an appropriate financial reserve over investing in growth. Now PEAS' operations will move from good to great.

## How we will do it

- Embed strong operations across all schools in order to:
  - a: support PEAS' own school improvement agenda and
  - b: demonstrate best school operation practices as part of wider system strengthening work.
- Establish PEAS as exemplar in terms of diversity, equity and inclusion. PEAS aims to challenge and overcome all forms of marginalisation in our workplace and schools. Over this period, the balance of leadership and governance will move away from the UK. Our global senior team and board will be majority African by 2026. We will champion female leadership which is as critical to reaching gender equality in our schools. Our diversity, equity and inclusion agenda will not be driven by quotas but by bottom-up investment in our people and building equitable systems throughout the organisation.

PEAS will need to increase fundraising momentum and invest significantly to achieve its growth ambitions. To scale our school networks, we will trial new, less capex intensive approaches. We will prioritise strategic and unrestricted funding to subsidise our networks as they work towards financial sustainability. And we will seek institutional and government funding for our systems strengthening work.

## What this will look like in PEAS countries of operation

Diversity & inclusion	Operational excellence	Fundraising & finance
<ul style="list-style-type: none"> <li>• PEAS is sector-leading in terms of diversity, equity and inclusion</li> <li>• PEAS global senior management and board better represents PEAS' countries of operation</li> <li>• Increase gender parity in leadership and management at all levels of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• PEAS high operational standards apply consistently across all PEAS schools</li> <li>• PEAS is sector leading in its use of data to drive school improvement</li> <li>• Context relevant technology underpins PEAS operational effectiveness and school improvement</li> </ul>	<ul style="list-style-type: none"> <li>• PEAS has raised the funds to achieve ambitious growth while maintaining a healthy reserve position</li> <li>• PEAS has a new model for scaling school networks beyond philanthropic fundraising to build-own-operate</li> <li>• PEAS countries of operation contribute to fundraising and income generation beyond school fees</li> </ul>

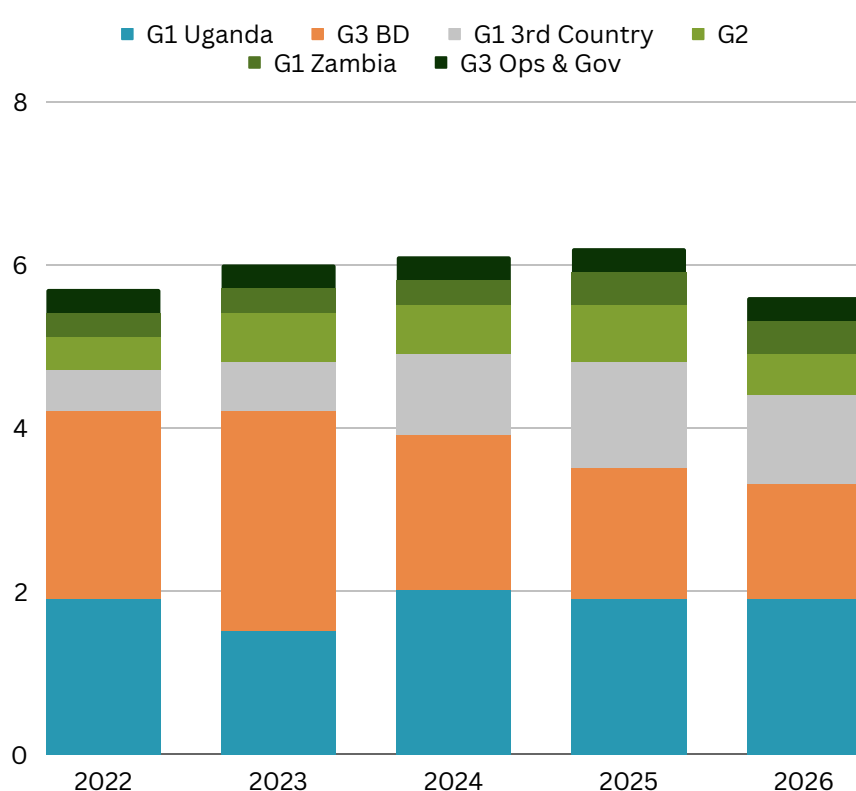


# Costs of delivering this global strategy

During this period from 2022–2026, the total cost of delivering the strategy will be £29.7m, broken down by goal as follows.

Goal	Cost of delivery	
<b>Goal 1: Growing the PEAS School Network</b>	Uganda	Opex – £2.9m Capex – £6.3m
	Zambia	Opex – £3.3m Capex – £6.7m
	Third Country	Opex – £1.9m Capex – £2.6m
<b>Goal 2: Strengthening the education systems</b>	£2.9m	
<b>Goal 3: Strengthening the organisation</b>	Business Development	£1.7m
	Ops & Governance	£1.5m

## Year-on-year costs (£m)



- Ops & Gov costs remain steady at around 4% of total
- Front loaded investment in Capex, as we build out the Zambia network
- System strengthening costs grow as we scale projects, then decrease as they are established in gov systems
- Opex & capex investment as a new country office and school network is established
- Modest increase in BD resourcing to deliver funding needs
- Capex in Uganda ramps up to support enrolment growth, while Opex decreases to zero as we achieve full sustainability.



# Highlights of PEAS strategy 2022–2026

GOAL 1	GOAL 2	GOAL 2
Growing PEAS school networks	Strengthening education systems	Strengthening our organisation
<b>Access</b> PEAS will double to the number of PEAS students across Uganda, Zambia and a 3rd country, prioritising girls and students from poorer backgrounds.	<b>Evidence &amp; content</b> PEAS has the evidence and core content for 4 key product lines which will be the basis of system strengthening work.	<b>Diversity, equity &amp; inclusion</b> PEAS will be sector leading in D, E & I. Our leadership and board will be majority African and we will have more women in management positions.
<b>Quality</b> PEAS schools will be amongst the best in each country in terms of student outcomes and safety. Our girls' outcomes will match our boys'.	<b>Improving our wider systems</b> We will improve approaches to school leadership and management at the national level in 2 countries.	<b>Operational excellence</b> PEAS will focus on strengthening school level operations and will improve our use of data and technology to drive school improvement.
<b>Sustainability</b> PEAS will provide cost-efficient education, delivering better outcomes than other school types at a lower cost.	<b>Influencing globally</b> PEAS is recognised as a thought leader in secondary school leadership and management, and adolescent girls' education	<b>Fundraising &amp; finance</b> PEAS will continue to prioritise the finances – bringing in income to invest in substantial growth and maintain resilience.





Peas