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Room to Read's Global Strategic Plan 2010 - 2014

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The Opportunity

Room to Read believes. . .

- Every child has the right to a quality education to reach his/her full potential in life
- Education is a long-term solution that improves the circumstances of society:
 - Empowering people to be selfsufficient
 - Improving health
 - Increasing economic growth
 - Slowing population growth
 - Creating well-functioning civil societies that promote global peace



The Challenge



BUT...

- 759 million adults around the world cannot read or write, two-thirds are women
- 86% of the world's illiterate population live in Asia and sub-Saharan Africa
- Over 70 million primary school age children and another 71 million adolescents are currently not in school, 54% are girls
- Only 58% of eligible students worldwide attend secondary school
- In Sub-Saharan Africa only 28% of girls are enrolled in secondary school compared to 45% of boys. In South and West Asia the figure is 46% of girls compared to 55% of boys
- Assessments continue to show that many children leave school with "only the most basic skills".
- There is a significant shortage of *trained* teachers particularly in the area of literacy



Our History



Room to Read was founded in 2000 to help provide much needed books to a single rural community. Today, we are a global organization - working in nine countries across Asia and Africa - that helps millions of children in the developing world gain access to education through a variety of programs.

Since our founding, Room to Read has. . .

- Established over 11,000 libraries
- Built 1,442 schools
- Published over 550 original children's titles
- Supported over 10,000 girls









Nepal 2000 Vietnam 2001 Cambodia 2002 India 2003 Laos 2005 Sri Lanka 2005 South Africa 2006 Zambia 2007 Bangladesh 2008 Tanzania TBC 2011

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Our Theory of Change



IF ROOM TO READ'S PROGRAMS work in collaboration with local communities, partner organizations, and government towards ensuring that:

THEN THERE WILL BE:

WHICH ULTIMATELY RESULTS IN MORE:



Primary school children will become independent readers

GIRLS' EDUCATION



Girls will complete secondary school and have the skills necessary to negotiate key life decisions More Educated Children in the World

Empowered, Active and Responsible Citizens

New Strategic Vision

Vision

Room to Read believes that world change starts with educated children. We envision a world in which all children can pursue a quality education that enables them to reach their full potential and contribute to their community and the world.

Mission

Room to Read seeks to transform the lives of millions of children in developing countries by focusing on literacy and gender equality in education. Working in collaboration with local communities, partner organizations, and governments, we develop literacy skills and a habit of reading among primary school children, and support girls to complete secondary school with the relevant life skills to succeed in school and beyond.

Organizational Goals

Room to Read will be a trusted leader in the global movement to educate children across the developing world. Our programs will reach more than 10 million children by 2015.





Revised Core Values



Room to Read believes that the following core values represent the essence of who we are as in organization. We seek to "live" these values in everything we do throughout the organization each day.

- Passion for Education
- ✓ Belief in Innovation
- Respect for Diversity and Local Initiative
- Action-Oriented analysis
- Commitment to Collaboration and Partnership



Core Operating Principles



We aim to be a trusted global organization in developing world education. We seek to achieve this by the following key organizational strategies and underpinning philosophies.

- ✓ Focus on education of children
- Work across multiple countries with a long-term commitment to each country
- Prioritize community engagement and local partnerships
- Emphasis on scale and sustainability
- ✓ Attract and retain top caliber people
- ✓ Maintain a healthy and efficient organization
- ✓ Grow a diversified and engaged funding base



Room to Read's Program Strategies

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Literacy Evolution

2000

2001

1998

2004



In<mark>itial Ye</mark>ars (1998 to 2001)

- English books donated
- Libraries Established
- Schools Constructed

Next 5 Years (2003 to 2008)

- Local Language Publishing
- Librarian and Teacher Professional Development
- Expansion into establishing classroom libraries

10 Years and Beyond

Reading Instruction



Primary school

children become

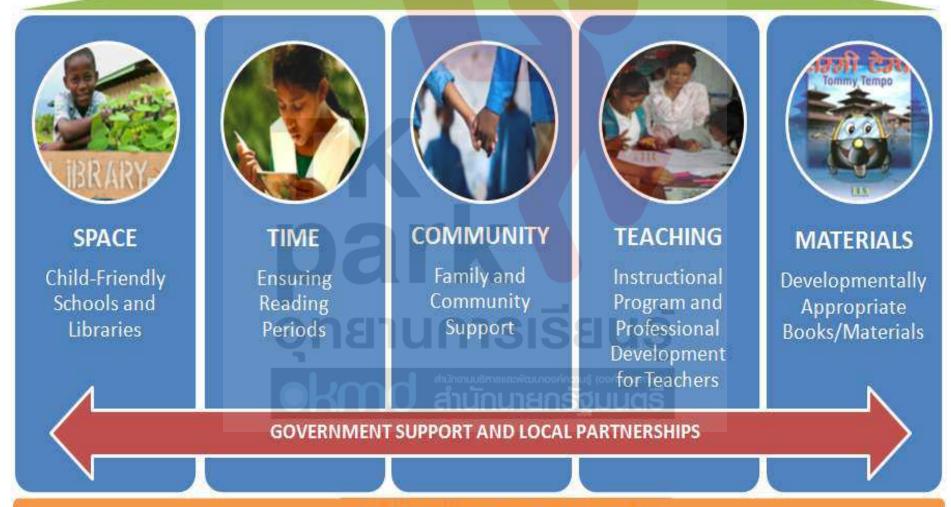
independent readers



Holistic Literacy Strategy



INDEPENDENT READER



MONITORING AND EVALUATION

Room to Read's Literacy Program



Primary school children become independent readers							
Improve the literacy skills and reading habit of primary school children							
Increase access to relevant and appropriate reading materials	Increase effectiveness of educators to teach literacy skills and encourage the habit of reading	Improve school environments to be conducive to learning	Increase family and community awareness and support of reading	Increase collaboration with government to support policies and programs to promote primary school literacy and the habit of reading			

Main Activities

- Ensure sufficient reading time
- Publish quality children's literature and materials that are culturally relevant, developmentally-appropriate and gender sensitive
- Establish libraries with local language and English books
- Improve school infrastructure and literate environment
- Conduct teacher professional development in library and classroom management, reading activities and reading instruction
- Develop supplemental reading instruction program
- Organize events, campaigns and meetings with parents, communities, teachers, non-government organizations and government regarding literacy
- Facilitate partnerships with government and other NGOs
- Conduct research, assessment, monitoring and evaluation



Girls' Education Evolution

2002

2000 ***



Initial Years (2000 to 2004):

- Material Support
- Tutoring and Academic Support
- Girls Activities (camps, field trips etc)

Next 5 Years (2005 to 2009)

- Life Skills (workshops and activities)
- Mentoring (social mobilizers)

10 Years and Beyond

School and Community Activities

Girls complete secondary school and have the life skills necessary to negotiate key life decisions



Girls' Education Program



Girls complete secondary school and have the skills necessary to negotiate key life decisions

Increase years of schooling for girls	Increase the life skills competencies of girls	Increase girl friendliness of school environment	Increase family, peer & community awareness	Increase collaboration with government to
			and support of girls'	support policies and
			education	programs to promote girls' education

Main Activities

- Deliver life skills education
- Offer mentoring
- Enhance academic support
- Provide material support
- Promote gender-responsive teaching
- Improve school infrastructure, as needed
- Increase stakeholder engagement (parents, communities and governments)
- Develop partnerships with government and other NGOs
- Conduct research, assessment, monitoring and evaluation



Educated Children

Primary school children become independent readers

Girls complete secondary school and have the skills necessary to negotiate key life decisions

Improve t Increase access to relevant and	he literacy skills ar Increase effectiveness of educators	nd reading habit of primary school Improve Increase school family environments and	l children Increase collaboration with	Increase years of schooling for girls	Increase the life skills competencies of girls	Increase girl friendliness of school environment	Increase family, peer & community awareness	Increase collaboration with government to support	
appropriate reading materials	to teach literacy skills and encourage the habit of reading	to be conducive to learning	community awareness and support of reading	government to support policies and programs to promote primary school literacy and the habit of reading				and support of girls' education	policies and programs to promote girls' education
 Ensure sufficient reading time Publish quality children's literature and materials that are culturally relevant, developmentally-appropriate and gender sensitive Establish libraries with local language and English books Improve school infrastructure and literate environment Conduct teacher professional development in library and classroom management, reading activities and reading instruction Develop supplemental reading instruction program Organize events, campaigns and meetings with parents, communities, teachers, non-government organizations and government regarding literacy Facilitate partnerships with government and other NGOs Conduct research, assessment, monitoring and evaluation 		 Deliver life skills education Offer mentoring Enhance academic support Provide material support Promote gender-responsive teaching Improve school infrastructure, as needed Increase stakeholder engagement (parents, communities and governments) Develop partnerships with government and other NGOs Conduct research, assessment, monitoring and evaluation 							

RtR Major Activities



With a framework for our programs now in hand, we are excited about the opportunities that lie ahead. To help us achieve our newly defined strategic vision, Room to Read is committed to building a healthy and sustainable organization that can effectively and efficiently deliver these programs at scale globally. With this in mind, the top seven strategic priorities over the next five years include the following:

Top Strategic Priorities

- Programs: Through pilots and ongoing program improvements, develop and begin to scale high-quality programs that achieve the defined literacy and girls' education goals and outcomes
- Monitoring and Evaluation (M&E): Develop appropriate M&E tools to measure our results allowing Room to Read to be among the leaders in delivering quality education programs in the developing world
- Human Resources: Invest in building our internal capacity to deliver quality programs, through hiring and retaining of high-caliber staff and internal capacity building and outsourcing, with a specific focus on increasing our expertise in both literacy and gender equality in education
- Geographic Expansion: Respond to increasing demand for Room to Read programs by growing Room to Read
 operations to include two to four new countries by the end of 2014
- Funding: Grow a diversified funding base with a strong focus on individual donors giving US\$10k+ and a growing volunteer chapter network that continues to be energized, engaged and committed, with a goal of doubling the size of Room to Read's annual budget to US\$50 million within the next 5 years
- Infrastructure: Continue to invest in the systems and infrastructure for finance, information technology, legal and administration necessary to support a sustainable organization
- Boards: Further grow an effective, active, and informed Board of Directors and Advisory Board whose governance, guidance and support roles help achieve Room to Read's mission