



WELLSPRING
EMPOWERING A NEW GENERATION

**THE WELLSPRING FOUNDATION FOR EDUCATION
STRATEGIC PLAN 2026-2028**

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INTRODUCTION

TURI KUMWE | WE ARE TOGETHER

Wellspring began over two decades ago with a powerful and compelling vision: to see a generation of servant leaders raised up to be catalysts of hope and transformation in their nation. Our story began with one school, and continued with the development of groundbreaking programming that has had a lasting impact on schools in multiple regions of Rwanda. Our work has evolved in response to our rapidly changing context, but the heart of all we do has remained the same, and has remained relevant.

Now, motivated by our faith, guided by our values, and fuelled by our belief in the God-given potential of the children we serve, we are casting a bold new vision for the future.

This document outlines our iterative strategic roadmap for the years ahead. Inspired by the courage and passion embodied in Rwanda's Vision 2050 plan and through the youth of Rwanda, we are setting our eyes on where we believe Wellspring can and should be 10 years from now. We have mapped out the steps and the rhythms that we will set us on course to get there, while being nimble and agile enough to iterate our way through an ever-changing landscape, one step at a time.

This plan represents a year of collaboration, prayer, listening, discernment, reflection, and vision-casting, and we are so grateful to the community of people who so meaningfully contributed to this process.

We are setting out on a courageous new journey, and we are ready, excited, and committed! We invite you – our partners, donors, and ambassadors – to join us. Let's come together to see future generations empowered to be the changemakers their region, and our world, needs.



OUR REASON

Today in Rwanda, children have greater access to education than ever before, and yet many still struggle to complete their primary education, with even fewer completing secondary. Evidence has shown that unsupportive family and home environments are a major cause of high rates of school dropout in the country, and that this situation is worse among the poorest households. While significant progress has been made in improving the teaching and learning process in schools across Rwanda, much remains to be done to help children master foundational literacy and numeracy. In addition, mental health challenges are on the rise, most notably among Rwanda's youth.



Consequently, there is a growing awareness of the need for social and emotional learning support and character development for children and youth in schools in order to build student resilience, foster wellbeing, and boost educational success, and for more parents to be equipped to support their children's education, character, and wellbeing.

Children in Rwanda's neighbouring countries and across much of East Africa are facing many barriers to quality education. For example, in Burundi and southern Uganda, children have benefited from increased access to basic education, but the quality of teaching and learning remains low, with high rates of dropout, large class sizes, teacher shortages, socio-economic barriers, and gender disparities. The situation for children's education in Eastern DRC is heavily impacted by decades of political instability, with large numbers of children out of school and affected by the trauma of conflict.

The Wellspring Foundation for Education believes every child deserves an education that nurtures their full vibrant potential, and that children thrive when the whole school community rallies together to nurture and educate their children.



OUR VISION & MISSION

Our Vision is our dream, our destination, the place we are committed to journeying towards. It's bigger than Wellspring can achieve alone, and will need us to journey alongside others heading in the same direction.

Our Mission is the path we're taking to get there—describing what we do, who we're doing it for, and why. This is unique to Wellspring.

OUR DREAM

**A COMPASSIONATE, CREATIVE,
AND COURAGEOUS GENERATION,
SHAPING A VIBRANT AND
PEACEFUL FUTURE.**

OUR PATH

**WE EQUIP SCHOOL
COMMUNITIES TO NURTURE
CHILDREN'S CHARACTER,
INTELLECT, AND WELLBEING —
HELPING CHILDREN IN RWANDA
AND EAST AFRICA TO THRIVE.**

OUR PROMISE

We launch this strategic plan with a promise to each other and to those we work with: a set of new core values that we cling to, that bind us together, that without which we would cease to be true to Wellspring, and that will continuously guide our team and our work. These core values will be infused throughout Wellspring's organizational culture.

Each value is grounded in faith foundations, inspired by the life and teachings of Jesus, and supported by a set of behaviour statements that will help to guide and evaluate our behaviours as a team, our work with educators, our engagement with partners, and our decision making in leadership and governance.

TOGETHERNESS

COURAGE

POTENTIAL

GENEROSITY

JOY



TOGETHERNESS

WE ARE STRONGER WHEN WE COME TOGETHER



We will work in community, knowing that we are at our best when we work as one.

The change we seek can't be accomplished alone. When we come together as equal and valued partners, each bringing our unique and diverse gifts, skills and perspectives to the table, we can move mountains together.

COURAGE

WE TAKE BOLD STEPS FOR LASTING CHANGE



We will take bold steps, act courageously, and choose love over fear as we pursue transformation that will last for generations.

We are committed to acting with discernment and integrity even when the choice is hard. We will seek the wisdom to make tough calls, and the courage and confidence to do the right thing, even when it costs us.

POTENTIAL

WE BELIEVE IN EACH PERSON'S UNIQUENESS AND CAPACITY FOR GROWTH



We will choose to see and unlock the treasure in each other and in every child, adult, and community we serve.

We will treat every person we encounter with dignity, recognizing the strengths, gifts, and potential that exist within each one. Through approaches that draw out hidden strengths, we will work to unleash this potential in order that entire communities may flourish.

GENEROSITY

WE SERVE WITH OPEN HEARTS AND OPEN HANDS



We will choose generosity as we steward the time, resources, talents, and treasures entrusted to us.

Recognizing that what we have is entrusted to us, we open our hands with a readiness to serve and share. We will model an abundant mindset that leads to loving acts of service, and that is embodied as we invite others into this community of generosity.

JOY

WE CREATE JOYFUL SPACES WHERE EVERYONE CAN FLOURISH



We will be playful and curious in all we do, creating joy-filled environments that spark creativity and innovation.

Learning and creativity come alive in joyful spaces where everyone can contribute. We will work to foster safe, playful, engaging, and inclusive environments where creativity flourishes and solutions are unlocked.

OUR FAITH

Our faith in Jesus shapes everything we do — the place from which we hope, discern, and act. The life of Jesus shows us a way that was marked by radical love, generous mercy, and justice that restores dignity. It is this example that teaches us to reach out with open hands and open hearts to our neighbours, whether they are near or far.

This faith invites us into God's ongoing work of renewal — in education, in communities, and in the lives of children and families who deserve the chance to flourish. We believe every child carries dignity and possibility, and that walking alongside them is holy work.

At the same time, our posture is one of welcome. We serve all communities — regardless of faith, gender, or background — because we see the image of God in every person. And while our motivation is unapologetically rooted in Jesus, our partnerships are open and collaborative. We gladly work with people of goodwill, faith-based or not, who share a desire to see children and whole generations thrive.

**Our faith guides our steps; it does not limit our embrace.
It simply calls us to love boldly, serve humbly, and help create the
conditions for hope to take root wherever we are invited to stand.**



OUR APPROACH



PILLAR 1

TRANSFORMING SCHOOL COMMUNITIES

Providing a holistic program of training, coaching, and modelling for teachers, leaders, and parents, to equip whole school communities to educate and nurture their children and youth.



PILLAR 2

EQUIPPING EDUCATION ORGANIZATIONS

Strengthening the capacity of education teams across Rwanda and East Africa to transform the school communities they are serving.



PILLAR 3

STRENGTHENING EDUCATION SYSTEMS

Advocating for children's wellbeing and co-creating system-wide guidelines, training resources and toolkits that strengthen whole education systems, from national education systems to church-owned networks of schools.



PILLAR 4

CREATING A HUB OF EDUCATIONAL EXPERTISE IN RWANDA

Providing a range of professional development services for schools across East Africa.

The time is right for Wellspring to step forward as a leader in our sector, setting Wellspring on course to establish ourselves as:

A THRIVING HUB OF EDUCATIONAL EXPERTISE AND PROFESSIONAL DEVELOPMENT SERVICES FOR EDUCATORS IN EAST AFRICA

well known for our excellent work in strengthening school communities, teams and education systems, equipping them with skills, knowledge, values and tools to provide education that is focused on seeing children thrive from the inside out.





OUR TEAM

Wellspring is all about people. A group of women and men serving together so that others may thrive, and so that they may also thrive in serving others. Therefore at the heart of our Strategic Plan is a team of staff, a Board of Directors, occasional contractors, and volunteer ambassadors who will come together, each bringing unique and diverse strengths, professional skills, lived experiences, cultural perspectives, wisdom, networks, and passions as we collaborate towards our shared goals.

Our Wellspring team is connected across continents, united around our vision and goals, with strategic functions implemented by agile, integrated teams across Rwanda and Canada. With our Executive Director providing strategic direction and leadership from within Rwanda, Wellspring is rooted in the context within which we serve, investing in growing a dynamic team of Rwandan leaders, and intentionally reshaping a vibrant global partnership built on equity, dignity and justice.

Governance and strategic oversight for the Canadian charitable organization are provided by our Board of Directors with diverse representation from both Canada and Rwanda. Our Wellspring Leadership Team drives the implementation of our mission, with leaders based in both Rwanda and Canada working hand in hand, each with clear accountabilities. A new voluntary and non-decision making Strategic Advisory Group will contribute entrepreneurial, educational, financial and creative insights, skillsets and networks. We will leverage contributions from like-minded educators and educational bodies, able and willing to contribute targeted expertise to help enhance our educational services.

Together, we will all be champions for children's education and wellbeing, and we will equip the whole team as ambassadors, as advocates, and as fundraisers for Wellspring's mission.

OUR 10 YEAR VISION

In 2035, Wellspring will be a thriving hub of educational expertise and professional development opportunities for educators in Rwanda and East Africa, well known for our excellent work strengthening school communities in the region, equipping them with skills, knowledge, values and tools to provide education that is focussed on seeing children thrive from the inside out.

This education hub will be crafted to reflect the vibrancy of Rwanda's youth, hope, and future vision, designed to nurture generations of compassionate leaders, creative innovators, and courageous peace builders. It will be rooted in Rwanda, responding to East African priorities with African solutions, while celebrating flourishing global partnerships with like-minded educators, investors and other partners from Canada and elsewhere.

The focus of the Wellspring education hub will be equipping whole school communities to provide education that builds character and fosters wellbeing, equipping children and youth with knowledge, skills, tools and confidence to contribute effectively to shaping their communities for the better through healthy relationships and a heart for service.

The Wellspring education hub will be a viable social enterprise, a redemptive business model that is feeding back into the community it is serving. Wellspring will maintain charitable status and its support for school communities and children in the lowest-income areas, while providing paid and contracted educational services to schools, NGOs and other entities invested in strengthening education and fostering children's wellbeing.

The Wellspring education hub will complement and supplement pre-service and in-service professional development offerings for educators that are provided by Government and academic institutions, with a combination of off-the-shelf tools and courses for teachers and leaders; bespoke training programs for whole school communities and teams who are supporting schools; and technical consultancy services to strengthen whole education systems.

By 2035, Wellspring will have strengthened 1,000 school communities with professional development opportunities, better equipping them to educate and nurture children so they may thrive with character, intellect, and wellbeing.

OUR NEXT 3 YEARS



OUR EDUCATION PROGRAM

- ✓ Clearly defined impact processes for 3 program pillars.
- ✓ Consistent, high quality, and dynamic delivery of training, coaching, and technical tools.
- ✓ Professional, branded Wellspring curriculum & toolkits.
- ✓ Generating regular evidence of impact.
- ✓ Digital monitoring and evaluation tool.
- ✓ Supporting 75+50 school communities, 4 teams (including our Wellspring Academy), 1 national government education system, and 1 church-owned education system.

OUR TEAM AND CULTURE

- ✓ Strategic, operational, people and communications leadership rooted in Rwanda.
- ✓ Team is living and breathing new Core Values and is united around vision and mission.
- ✓ Low staff turnover, high productivity, regular learning and development, and high morale.
- ✓ Technical & soft skillsets of our team match the needs of our work. Internal education CPD program.
- ✓ All are equipped as children's champions and as ambassadors, advocates, or fundraisers.

OUR BRAND AND COMMUNICATIONS

- ✓ Vibrant, youthful brand reflecting the dynamic organization and compelling vision, with greater awareness in East Africa and in Canada.
- ✓ Our theory of change is up to date and infuses all our communications with our why, our what and our impact.
- ✓ Our communications are contributing to financial sustainability by inspiring generous giving, and fostering a strong sense of community among our partners.
- ✓ Wellspring is known as a champion for children's wellbeing and for transforming whole school communities.

OUR FUNDRAISING AND REVENUE

- ✓ Stable and resilient fundraising program defined by flourishing partnerships and deepened relationships.
- ✓ Strengthened and diversified revenue through a balanced mix of corporate, institutional, and foundation partnerships, with an engaged and expanding community of monthly, mid-level, and major donors.
- ✓ A commitment to relational fundraising—prioritising trust, meaningful engagement, and authentic storytelling to drive sustainable revenue growth.
- ✓ A recognisable and respected presence in Rwanda and across East Africa, positioned as a trusted partner and an attractive destination for philanthropic investment, corporate collaboration, and long-term support.

OUR ORGANIZATION AND OPERATING STRUCTURE

- ✓ Still a Canadian charitable organization registered as an International NGO in Rwanda.
- ✓ Charitable status explored in another viable country for resourcing.
- ✓ A social enterprise ('a common interest company') will be registered in Rwanda under the auspices of Wellspring as a charitable organization, with appropriate governance, management & financial structures in place, enabling Wellspring to offer paid-for educational services.
- ✓ A small & mighty community of technical, entrepreneurial, educational & wise advisors in Rwanda will form a non-decision making advisory group, providing counsel to the ED & Board.
- ✓ Board-owned & operational policy foundations are full & compliant.
- ✓ New iterative strategic plan in place defining the next 3 years.

ANNUAL GOALS FOR 2026

To ensure that we move forward strategically and with focus, we have defined the 6 most important goals for Wellspring in 2026 that will set us on the right path towards our 3-year picture and ultimately our 10-year vision, and have identified the key quarterly projects and critical levers that will be necessary to achieve them:

ENERGIZED TEAM UNITED AROUND VISION

ENHANCED EDUCATION PROGRAM

A STEP TOWARDS CREATING AN EDUCATION HUB

STABILIZED REVENUE

REINVIGORATED BRAND

STRENGTHENED PARTNERSHIPS

OUR RHYTHMS

Establishing effective rhythms as a team and working through trusted impact processes will help us to keep moving towards our goals with focus, tracking and celebrating our progress as we go.

OUR IMPACT PROCESS IN SCHOOLS

LISTEN TO LEARN

Our work starts by invitation and continues by listening to understand the school community's vision, challenges, and priorities and learn from school leadership teams, district officials, community members and leaders, churches, local and international organizations, and potential participants.

PARTNER TO PLAN

We work in collaborative partnerships to plan programs that harness existing structures and systems and build local ownership and sustainability.

EMPOWER TO LEAD

Lasting impact starts with the leaders who can drive change and facilitate learning in their school communities. We empower leaders to build healthy school teams, establish trust with school communities, and successfully facilitate continuous professional development of teachers.

MOBILIZE TO BUILD

We mobilize people to identify collective assets, define local and school priorities and find solutions to challenges from within the community by training school community members

EQUIP TO MULTIPLY

At the heart of our work, we equip, train, coach and mentor program partners to become 'multipliers' within their school communities providing them with toolkits, practical resources, confidence and skills to lead lasting change.

EVALUATE TO ADOPT

Learning is key to success. With our partners, we regularly set targets, create tools, and monitor program impact by collecting rich data, listening carefully, reviewing processes, and adapting activities in a continuously responsive way.

CONSISTENT COLLABORATION & COMMUNICATIONS

The machine that will keep us moving forward together at pace is our strengthened framework of internal rhythms and traditions. The Wellspring team will commit to these regular rhythms, adjusting for improvement or specific seasons when necessary, and they will apply across all levels of our work:



GOVERNANCE



IMPLEMENTING PARTNERS



LEADERSHIP



VOLUNTEER COMMUNITY OF AMBASSADORS



GLOBAL TEAM



INTERNAL COMMUNICATION TOOLS

TRACKING KEY PERFORMANCE INDICATORS

Our Dashboard captures and communicates critical metrics and key performance indicators to monitor organizational health and track progress against the Strategic Plan over the next 3 years. Wellspring's Core Dashboard captures a focused selection of critical metrics and indicators, most significant for providing an indication of organizational health and progress. The Team Dashboard captures departmental and organizational indicators, providing a helpful progress monitoring tool for leaders to use quarterly and annually.



STAY CONNECTED

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