



Edmund Rice  
FOUNDATION AUSTRALIA

Liberating Lives Through Education

# Programming STRATEGY 2024-2026

# PROGRAMMING Strategy

## Goal



Partnering with communities and like-minded organisations to support access to education, sustainable livelihoods, economic empowerment and the awareness and advocacy for the rights and inclusion of all.



## Geographic Priorities



- East and Southern Africa (Kenya, Uganda and South Africa)
- The Philippines and Timor Leste
- Australia

## Thematic Priorities

### Formal Education



Improving access and participation to schooling and vocational training through initiatives such as infrastructure, equipment, sustainable income generation and capacity building.

### Community Education



Skills building to support sustainable livelihoods and economic empowerment.

### Development Education



Grassroots advocacy in areas including gender equality, disability inclusion, human rights and environmental sustainability.

## Principles for new programming



- ✓ Alignment with vision, strategy and partnerships principles
- ✓ Contributes to ERFA's impact
- ✓ Can be sustainably resourced



## Partner Capacity Building

ERFA is committed to building our implementing partners' capacity in the areas of:

### Compliance



With standards of safeguarding and risk management.

### Development practice



Growing capability in design, delivery, monitoring & evaluation and long-term sustainability and effectiveness.

### Organisational Development



Strengthening organisational governance and risk management alongside donor growth and diversification of income.

# STRATEGIC *Criteria*

Four strategic criteria were utilised to shape the choices in geographic and thematic priorities along with the approach and priorities for partners.



**Alignment with  
ERFA's Strategic Plan**

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**Achievable through our  
areas of thematic focus**

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**Feasible with the  
resources we are likely  
to have available**

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**Aligned with our  
partnership principles**

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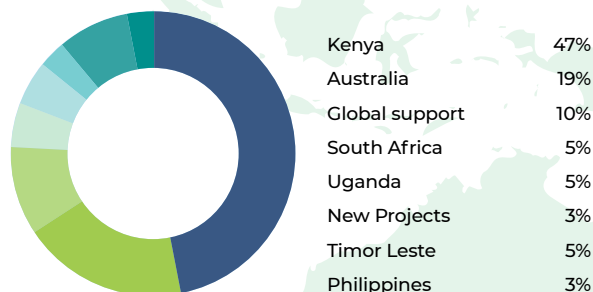
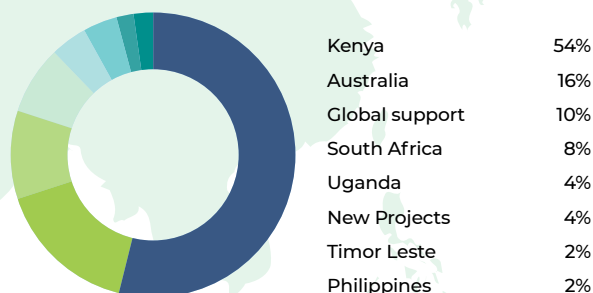
# GEOGRAPHIC *Priorities*



ERFA will maintain existing geographic priorities: East and Southern Africa; the Philippines and Timor Leste in the Asia Pacific; and in Australia.

## This reflects:

1. The historical connections of ERFA to partners within the Edmund Rice network
2. Australia's geographical proximity in the Asia-Pacific region
3. Strategy of scaling within existing geographies before considering expanding to new geographies



# THEMATIC *Priorities*



## Formal Education

Improving access and participation to schooling and vocational training through initiatives such as infrastructure, equipment, sustainable income generation and capacity building.



## Community Education

Skills building to support sustainable livelihood and economic empowerment.



## Development Education

Grassroots advocacy in areas including gender equality, disability inclusion, human rights and environmental sustainability.



Formal education



Human rights & advocacy



Capacity building



Disability support



Economic empowerment



Women and girls



Health education



Vocational training



Skill-building



Agriculture

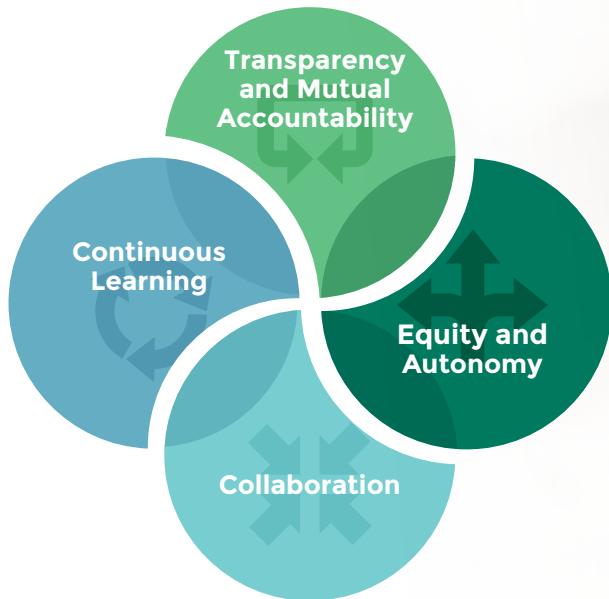


Infrastructure

# PARTNERSHIP

## Principles & Priorities

ERFA will continue to pursue partnerships consistent with our Partnership Principles.



In seeking to fulfill these principles we will focus on three Partnership Priorities for engagement with partners:



### Timely

We will seek to ensure all partnership processes are timely. That they are at the frequency necessary to fulfil our obligations and maintain effective partnerships. We will ensure our communication and responses are timely.



### Relevant

We will ensure all partnerships processes are relevant. We will ensure that partnership documents (e.g., templates, processes, contracts) are relevant to the kind of project and partnership we have with our partners.



### Responsive

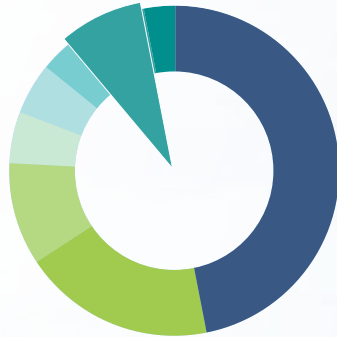
We will seek to be responsive to our partners. We will seek feedback on ways to improve partnerships and to actively respond. Where practicable, we will seek to adapt our practices and processes in response to partner feedback.

# PARTNERSHIPS *and Funding*

The shifting mix of our portfolio reflects projected income growth and increased presence, particularly in Timor Leste.

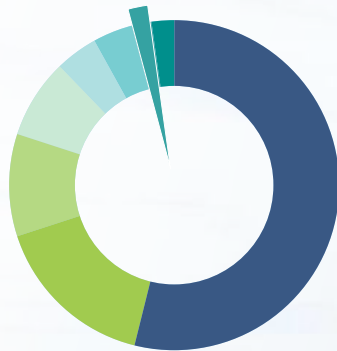
## 2026

Kenya	47%
Australia	19%
Program support	10%
South Africa	5%
Uganda	5%
New Projects	3%
<b>Timor Leste</b>	<b>8%</b>
Philippines	3%



## 2023

Kenya	54%
Australia	16%
Program support	10%
South Africa	8%
Uganda	4%
New Projects	4%
<b>Timor Leste</b>	<b>2%</b>
Philippines	2%



ERFA is open to the possibility of working with new partners. It would seek to do so through a careful process of strategic reflection and due diligence. Areas for consideration include alignment with strategy and values; contribution to ERFA's impact; and available resources including human resources and funds.



# EXISTING

## Partnerships

We recognise that there are projects within our portfolio which do not fit directly into ERFA's three thematic priorities of formal education, community education and development education.

As we work to strengthen our focus, ERFA will continue to support those projects, but is not seeking to expand them. In particular, we will work with our Australian partners to seek greater alignment with ERFA's thematic priorities.

ERFA is also committed to sustainable development practice. We recognise that some of our longstanding project partners work in both development and non-development activities (specifically welfare). ERFA will continue to support existing partners in that mix of activities in line with good development practice. We are not seeking to support new projects which include non-development activities.

ERFA has mapped trajectories for each partner based on our strategic criteria. The three trajectories are:



### Maintain

We will maintain our investment with these partners at the same level as 2023 (+/-10%)



### Grow

We will grow our investment with these partners above our 2023 level (>10%)



### Target

We will reduce our investment with these partners below our 2023 level (>10%)



# NEW MODELS *of Implementation*

Alongside continuing our partnerships with our existing partners, ERFA is exploring some new models of implementation.

This is focused in two geographies:



## Kenya

We will explore augmenting our large existing portfolio in Kenya with some locally-led direct implementation in areas of expertise of Edmund Rice Foundation Kenya (ERFK) staff.



## Timor Leste

We will explore a new approach to our work in Timor Leste through a scoping study which may involve a mix of direct implementation and establishing new partnerships or supporting the building of new partners.



# CAPACITY *Building*

ERFA will maintain our strong focus on capacity building with partners in three key areas:



## Compliance

Compliance with standards of safeguarding and risk management (e.g. child protection, PSEAH, fraud and terrorism financing) consistent with industry minimum standards, particularly the requirements of DFAT Accreditation.



## Development Practice

Growing the development practice capability of partners, particularly through a focus on project design; monitoring, evaluation and learning; cross-cutting issues (e.g. gender equality, disability inclusion and environmental management); long-term sustainability and effectiveness.



## Organisational Development

Strengthening organisational governance and risk management alongside donor growth and diversification of income. This focus will be aligned to the strategic goals and long-term aspirations of the partner and informed by the reality of the external operating environment and market.

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This capacity building is undertaken through a variety of modes including on-the-job mentoring, a scheduled program of training activities and customised partner-agreed capacity building plans. We will have an enhanced focus on ensuring the right approach for partners commensurate with their capacity.

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# PURPOSE

Liberating lives through education



# VISION

Our vision is for access to quality education and lifelong learning opportunities for all, supporting empowered communities who determine their own futures.



# VALUES

Presence

Compassion

Liberation

# STRATEGIC THEME

2024-2026

A connected community

# STRATEGIC Context

Edmund Rice Foundation Australia's (ERFA) 2022-2025 Strategic Plan informs and shapes the Programming Strategy.

## GOAL 1:

### Enhancing our Edmund Rice Network Collaboration



We will deepen our global and domestic Edmund Rice strategic alliances together with strengthening the connection, relationship, and presence within the wider the Edmund Rice Network, Christian Brothers and Province leadership teams.

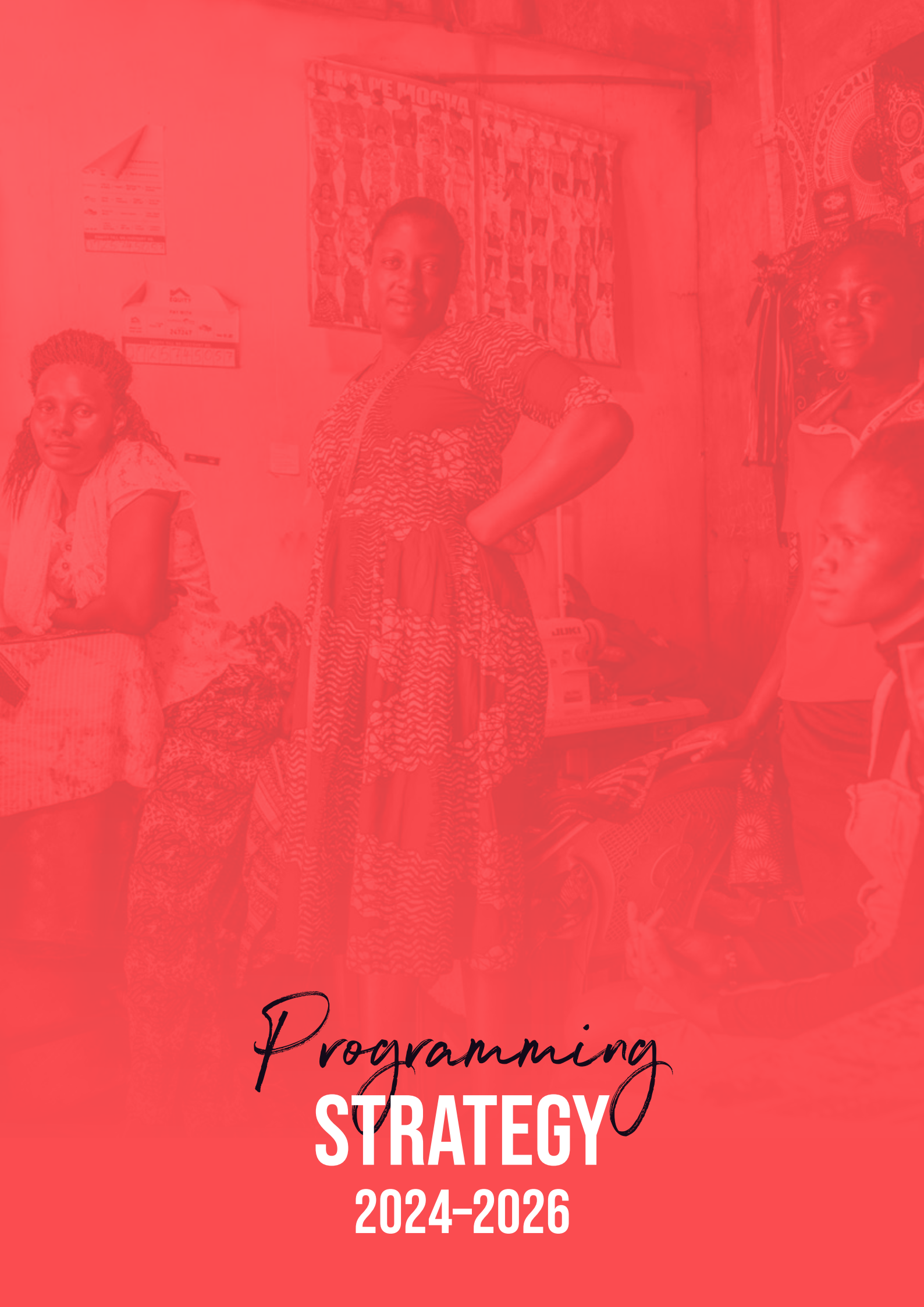
## GOAL 2:

### Strengthening our Programming Quality & Governance



The Programming Strategy definitively outlines our geographic and thematic focus areas. It includes increases in domestic programming along with a transition of our Program portfolio mix to include more directly funded and managed projects. Extending our domestic programming impact will include the development of a small grants scheme and a Reconciliation Action Plan.

We will continue optimising the effectiveness of governance across our projects and investing in strengthening our programming partners' capacity, collaboration, and path to independent sustainability.



*Programming*  
**STRATEGY**  
**2024-2026**