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A participant taking part in an activity at a Mote Oo training, 2016.
Executive Summary

Mote Oo Education is now in its fourth year of operation. We began in April 2013, with seven staff and a desire to create amazing content and to train teachers and trainers in new and interesting ways. Since then, Myanmar has changed, and so has Mote Oo. In Myanmar, key reforms have begun to take place, and the education landscape looks very different to just a few short years ago. Our evolution has reflected, as much as possible, the change in the needs of our partners in this fluid educational landscape. We now have 18 staff in four departments, each with unique, diverse and important roles.

We undertook a three year strategic planning process in October 2016 to help us see with greater clarity where we were, and where we might be going in the next few years. Key to this was to revisit our mission, last determined in 2014, and to set in stone our vision for education in Myanmar.

From there, we identified areas where education and the education system could be improved in line with our vision and mission, and based on a set of contextual and organisational assumptions about the near future. Those assumptions, goals, and our objectives in relation to those goals, are set out in this document. Those four areas of improvement are:

- improving the capacity of Myanmar teachers;
- improving the availability of educational resources in Myanmar;
- improving education management in Myanmar education organisations;
- Mote Oo’s organisational development.

Of these areas, the first three are external-facing, with Mote Oo looking to work with new and existing partners, to offer both new products and services and improved existing ones, and to expand our operation across the whole adult education sector of Myanmar, both formal and informal.

The fourth area, organisational development, has an inward focus, as we recognise that to deliver more and better products and services, we must also build our own capacity in preparation for new challenges.

Finally, we have begun the process of creating an action plan to guide us through this three year strategic plan.

We thank our numerous partners in Myanmar and on the Thailand-Myanmar border for their support over the last three and a half years, and we look forward to serving you and working with you in the future.

Regards,

Mote Oo Staff

30 December, 2016
**Our Vision:**

“A Myanmar with high-quality, inclusive education, available for all.”

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**Our Mission:**

To promote social justice through context-appropriate education materials and services for the adult education sector.
Assumptions, Contextual

1. Educational funding (to Myanmar) from donors and private individuals will increase and government funding of education will be maintained.
2. There will be more competition for funding.
3. Technical support for state teachers will increase and be maintained for ethnic teachers.
4. In some ethnic areas teachers speaking relevant ethnic languages will be preferred, and the state schools will continue to be supplied with teachers who only speak and teach in Myanmar language.
5. Government curriculum will continue to be updated.
6. There will be a reduction in textbooks produced by other groups.
7. Education in ethnic languages will be allowed, and accreditation will be increased.
8. There will be increased cooperation between the Government and CBO / CSO / NGOs to work towards universal education access in Myanmar.
9. The funding for and populations of refugee camps will decrease.
10. Needs of former refugees (camp residents) will be shifted to Kayin and Kayah States and the migrant sector in Thailand.
11. The migrant sector will remain similar, with possible integration into Thailand or Myanmar’s formal education sectors.
12. There will be increased interest in civic and peace education issues.

Assumptions, Organisational

1. Mote Oo’s operational funding support will remain for next three years.
2. Mote Oo’s senior management team will mostly remain.
3. Mote Oo’s staff turnover will remain under 30%.
4. Mote Oo will continue to increase cooperation with the government of Myanmar.
5. Mote Oo will remain mostly focused on adult education.
6. Mote Oo’s offices will remain in current locations for at least the next 2 years.
7. Mote Oo’s new material development will reduce slightly.
Goal 1: To Improve Teacher Capacity

We aim to equip teachers and trainers with the skills and resources to promote inclusiveness, engagement, critical thinking and democratic culture through their teaching and learning contexts.

Our objectives are to:

1. foster inclusive, engaged, critical and democratic classroom environments in the Myanmar non-formal education sector and with civil society actors;
2. deliver trainings to at least four existing key partners and six new key partners;
3. identify gaps in training landscape for the non-formal and civil-society sector and seek to meet these needs directly or through partners;
4. develop trainer capacity within Mote Oo;
5. increase the number of teachers trained by providing more trainer training;
6. develop a materials bank for teacher trainers on civic education and general teacher training;
7. upskill teachers to make better use of MO resources;
8. follow up on trainees to monitor application of skills and improve effectiveness and sustainability of future trainings;
9. promote teaching as a career option amongst youth.
Goal 2: To Improve Resource Availability

We aim to provide context-appropriate, open-source textbooks, teacher resources and supporting materials which can be used by a wide variety of teachers, learners and civil society actors.

Our objectives are to:

1. create new materials appropriate for Myanmar;
2. update existing materials based on feedback and observations to make more relevant and appropriate;
3. pilot the development of some multimedia resources;
4. maintain affordable pricing levels;
5. investigate the feasibility of adapting Mote Oo resources for other ASEAN contexts.
Goal 3: To Improve Education Management

We aim to support partner educational service providers to access the curriculum, training, management systems, funding, and staffing necessary to deliver high quality education.

Our objectives are to:

1. create new materials appropriate for Myanmar;
2. support connections between teachers and other education actors from post-secondary formal and non-formal institutions through networking and opportunities to share curriculum and teaching strategies;
3. increase support to partner schools to develop quality educational management tools and service delivery;
4. research accreditation opportunities for courses using MO curricula;
5. strengthen the networks between and amongst MO and stakeholders.
Goal 4: Organisational Development

*We aim to* evolve as an organisation, to meet the growing needs of our partners and to strengthen our own capacity.

**Our objectives are to:**

1. improve management, data and communication systems;
2. improve the organisational decision making, transparency and accountability;
3. review and change the organisational structure and job roles, as appropriate;
4. increase capacity of all staff, with focus on leadership and management;
5. increase Mote Oo’s funding base and diversity;
6. develop more sustainable income generation options and build an organisational reserve fund;
7. develop sales and marketing strategy to increase awareness of Mote Oo services and goods;
8. assess feasibility of establishing a board of directors or advisors;
9. implement a monitoring and evaluation system.
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