



Forum For African Women Educationalists (FAWE)
“Supporting Girls and Women to Acquire Education for Development”

FAWE Strategic Plan

2008-2012

Leveraging our Strengths: Meeting New Challenges
in Girls' Education



Forum For African Women Educationalists (FAWE)
“Supporting Girls and Women to Acquire Education for Development”

Our Vision

Gender disparities in education will be significantly reduced and more girls will have access to school, complete their studies and perform well at all levels.

Our Mission

FAWE’s mission is to promote gender equity and equality in African education, by fostering societal attitudes changes towards girls' education and by promoting girls' access, retention and performance through gender-responsive policies and practices

Introduction

Background

The Forum for African Women Educationalists (FAWE) has been in existence for fifteen years. FAWE's work has borne significant fruits in promoting girls' education in sub-Saharan Africa (SSA). Increased attention is being paid now to gender imbalances in education. Moreover critical steps have been taken towards enabling girls to have access to schooling, to complete their studies, and to perform well at all levels.

Founded in 1992 and registered in 1993 as a Pan- African Non Governmental Organization (NGO) and headquartered in Nairobi, Kenya, FAWE has a growing network of 33 National Chapters (NCs). FAWE's membership of women who are ministers and deputy ministers of education, female vice-chancellors and deputy vice-chancellors, senior education policy makers and prominent educationalists, has also grown significantly. Membership In FAWE's National Chapters has opened up to include both female and male education practitioners, researchers, gender specialists and human rights activists.

In its initial phases, FAWE's efforts were directed at advocacy to place girls' education on the policy agenda, nationally and internationally. In 1998, the FAWE External Evaluation Report noted that policy makers, education practitioners and members of communities, had increased awareness of the need for gender equality in not part as a

result of FAWE's advocacy work through its national chapters.

However, the report also pointed to the need to go beyond advocacy and to move more meaningfully towards influencing action on the ground to reduce gender disparities in access, retention and performance. The first FAWE Strategic Plan 2002-2006 set out to address this concern.

The Strategic Plan 2002-2006

FAWE's Strategic Plan 2002-2006 was greatly informed by the EFA Dakar Framework for Action. FAWE endeavoured to contribute to reaching the goal of gender parity in UPE access by 2005. The Plan's centred on the following strategic objectives:

1. Influencing policy formulation, planning and implementation in favour of increasing girls' access, retention and performance of girls in schools.
2. Building public awareness and consensus on the social and economic advantages of girls' education through advocacy.
3. Demonstrating, through interventions on the ground, how to achieve increased access, improved retention and better performance by girls.
4. Influencing replication of FAWE's interventions and mainstreaming of successful interventions into broader national education policies and plans.

An assessment of the programmatic successes and challenges of the 2002-2006 Plan implementation process was done, and many lessons were learnt from it. (See "*Lessons Learnt*" page on 35). These lessons guided the formulation of this Strategic Plan 2008-2012

The Formulation Process of the Strategic Plan 2008-2012

The formulation of this Strategic Plan 2008-2012 involved a wide range of the FAWE's stakeholders. Among these were FAWE members and staff, ministry of education, development partners and donors, community representatives, schools, students.

The participatory methodology adopted when drafting the new plan is reflected in the extensive consultations with staff and members of National Chapters, FAWE partners, donors and beneficiaries.

The drafting of this Plan, was guided by two principles:

1. That it would not be not a 'business as usual', closed-shop affair; instead, it would be a participatory endeavour that would include all major FAWE stakeholders.
2. That FAWE would, the foregoing notwithstanding, own, control and be at the centre of the process.

FAWE's Executive Committee members and representatives of National Chapters conducted a SWOT analysis and participated in workshops over a period of five months to assess the organisation's strengths and weaknesses, evaluate the changing context within which FAWE was operating and determine future directions.

This whole reflection and introspection process was carried out in a spirit of sincerity, openness and optimism, and is a testimony of staff and members' commitment to the organization. *(See Context Analysis on page 29)*

Interviews were conducted with the Chairperson of FAWE, FAWE Regional Secretariat staff, National Coordinators, donor agencies and development partners. External evaluations, inputs from the Nairobi and Lilongwe round table discussions and reports of FAWE's programmes and activities during the previous plan period were analyzed and the recommendations incorporated in this Plan.

A consultant coordinated the first stage of this Strategic Plan and produced the first draft. A second draft incorporating comments donors made during the 5th FAWE Donors' Consortium meeting was produced by FAWE RS and representatives of NCs. This document was approved by FAWE's Executive Committee during its 35th meeting held in June 2007.

Without doubt, the achievement of the Plan's objectives will also depend on how well the strengths identified will be enhanced, opportunities exploited, and weaknesses managed. The external threats must also be effectively controlled.

The operational environment within FAWE has a strong bearing on its performance. So does the external socio-economic, legal and political context, which also directly impacts FAWE's operations. This creates challenges that must be considered in implementing this Strategic Plan.

FAWE Strategic Plan 2008-2012

'Leveraging our Strengths: Meeting New Challenges in Girls' Education'

This Strategic Plan 2008-2012 comes at a moment when the world's spotlight is still on

girls' education. Although considerable progress has been made towards achieving the EFA gender parity goal in access, much remains to be done in sub-Saharan Africa.

Many countries in this region missed the 2005 target of attaining gender parity at primary, let alone secondary level, of education. The Education Development Index (EDI) 2003/2004 shows that in sub-Saharan Africa, only one country has been rated at a high level, 8 at a medium level, and 21 at a low level.

Consequently, it is highly likely that they will not meet the goal of achieving gender equality in education by 2015. Given that gender disparities in education remain persistent in most of Africa, this Strategic Plan is premised on the fact that its initial vision remains as relevant today as at the organisation's inception. Thus, FAWE will continue to play its leadership role in promoting gender equity in education in SSA.

Given the high dropout rates and low levels of access and completion at **post-primary education** levels, many girls fall through the cracks of the formal education system. This Plan seeks to undertake demonstrative interventions to address issues such as **girls' education in conflict/post conflict areas, vocational training** and skills building for girls, non formal education with emphasis on employability and income earning, **gender in higher education**. In addition, gender in early childhood education and development (**ECD**) may require more attention that given to date.

Thus, while rooted in continuity and leveraging the strengths developed during 15 years of advocacy for gender equity in

education, this new Plan reflects FAWE's renewed commitment to promoting **education for all African girls**, not simply those in the formal education system.

The Vision

FAWE's vision is that gender disparities in education will be significantly reduced and more girls will have access to school, complete their studies and perform well at all levels.

The Mission

FAWE's mission is to promote gender equity and equality in African education, by fostering societal attitudes changes towards girls' education and by promoting girls' access, retention and performance through gender-responsive policies and practices.

Strategic Objectives

FAWE's mission is translated into **six (6)** strategic objectives. Three (3) of these objectives are a **continuation** from the 2002-2006 Strategic Plan, but with a **new thrust**.

The objective of influencing policies now focuses more on mainstreaming gender into education policies and systems by scaling up FAWE's successful interventions

The objective on advocacy for building awareness and consensus on the advantage of girls' education, now targets predominantly action at community and grassroots levels.

Regarding **demonstrative interventions**, the focus is on consolidating FAWE's successful interventions into a **gender-responsive school package** (with a minimum required and optional features) (See page 16 of Budget Matrix) While continuing to push for

replication and scaling up of this model by MOE, FAWE will develop new programs to address other girls' education issues at post-primary levels (vocational training, non formal education) and in conflict or post-conflict situations. In addition, programmes may be developed on gender in early childhood development and in higher education.

The fourth strategic objective places emphasis on building the capacity of weaker FAWE National Chapters to: 1) improve their functionality in programme program administration and implementation; 2) strengthen their capacity at advocacy, at fostering policy dialogue and influencing reform, and at documenting successes through research and dissemination. This would ensure that NCs take a leading role as the key implementers of the plan, while the Regional Secretariat plays a leadership, coordinating, monitoring and evaluation role.

The fifth strategic objective is on organizational restructuring both for better governance and for organizational efficiency effectiveness, and cohesion. A Charter clarifying the operational relationships and responsibilities between the FAWE National Chapters and the Regional Secretariat will be jointly formulated and signed.

The sixth strategic objective targets the strengthening and institutionalization of an M&E system across the entire organisation. This will improve the tracking of FAWE's programmes and the documentation of their effectiveness and impact.

Activities by Strategic Objective

Below are specific activities that will be undertaken under each Strategic Objective.

Objective 1: To continue influencing the integration of gender issues in education policies and plans in order to improve girls' access, retention and performance, with special emphasis on partnerships

FAWE's mandate is to promote girls' education in Africa. The Forum executes this mandate through established structures and in partnership with ministries of education and other like-minded organizations and stakeholders. Policies and plans offer a framework through which gender-related challenges in education can be addressed.

This is why, since its inception, FAWE has continuously sought to influence education policies and plans with a view of redressing gender disparities. This approach has borne positive results with the integration of gender issues in most education policies and plans in Africa. FAWE intends to leverage this success so that gender-responsive plans are translated into action through programs on the ground.

Strong **partnerships and alliances** are key to this process and can help to minimize duplication of effort, develop greater coherence and synergy in programmes and approaches, and facilitate scaling up and monitoring of programmes. Networking between and among Chapters and regional collaboration will be accelerated. Links with MOE and teacher training institutions, and schools will be intensified.

The activities planned under this objective will include:

- Influencing the mainstreaming of gender into education sector policies and plans in line with EFA goals and

MDGs as well as various sector plans and processes (SWAP, SIP, FTI, PRSP).

- Providing technical assistance and models to MOE so that gender-responsive plans are translated into programmes on the ground.
- Providing technical assistance to ministries of education to replicate and mainstream successful FAWE interventions through national education policies and plans
- Contributing to regional and global campaigns in order to influence global education directions towards attaining the EFA goals and MDGs.
- Facilitating the sharing of experiences between education officials with that they adopt and replicate FAWE models successfully mainstreamed in other countries.
- Commissioning action research and using the findings to influence policy.
- Forging new partnerships with like-minded and complementary organisations to collaboratively accelerate girls' enrolment, retention and performance.
- Monitoring and evaluating the progress made and the impact of FAWE's work at policy level and through partnerships, to improve girls' enrolment, retention and performance.

Objective 2: To continue to replicate FAWE gender-responsive interventions in order to scale them up in more countries, while developing new models to address emerging challenges in girls' education.

Under this objective, successful interventions are demonstrated at national level for the purpose of replication and scaling up by Ministries of Education. FAWE National Chapters will thus continue to replicate successful gender-responsive interventions while dialoguing with MOEs and convincing them to scale up them up.

The approach is to consolidate interventions (undertaken between 2002-2006) Plan through the gender-responsive school model into a minimum package (with additional optional features that countries can integrate according to their needs). (See Gender-Responsive-School model drawing in Appendix 2). There is evidence that this model not only has a positive impact on girls' retention and performance, it also contributes to educational quality for all pupils.

Concurrently, FAWE will continue to develop new models that address the gender aspects of emerging issues in education such as conflict, HIV/AIDS, non-formal and vocational training early childhood development and higher, based on country needs and specificities.

The activities under this objective will therefore include:

- Evaluating key FAWE models that are selected for replication and scaling up.
- Undertaking baseline studies and situation analyses on specific emerging issues in relation to girls' education.
- Undertaking on-going and new demonstrative interventions to improve retention and performance of girls at all levels.
- Supporting processes to influence the replication and scaling up of FAWE's

gender-responsive models as best practices in girls' education by ministries of education.

- To continue expanding gender-responsive pedagogy in teacher education.
- Monitoring and evaluating the impact of the demonstrative interventions on girls' access, retention and performance.

Objective 3: To advocate for girls' education and gender equity in education at community level

Over the last decade, FAWE has made considerable progress in creating awareness on the importance of girls' education amongst different stakeholders, especially policy makers.

However, given the persistence of low retention and high dropout rates for girls, trailing performance of girls compared to that of boys, and the relatively low value placed on girls' education in many communities across SSA, it is necessary to also reach out to communities in order to promote girls' education, especially those in rural or remote areas or from excluded and marginalized groups.

In this Strategic Plan, FAWE's additional efforts will be re-directed from awareness-raising to persuading communities at grassroots level to take concrete action to address the issue in girls' education within the community. Thus, activities under this objective will centre on:

- Undertaking advocacy for promoting girls' educational access, retention and performance with a focus at the

community and grassroots levels.

- Forging and strengthening partnerships with the media, networks and coalitions to relay girls' education advocacy messages to communities.
- Raising the visibility of NCs' positive contributions to the education of girls through goodwill community events.
- Rewarding high-performing girls so that they serve as peer role models to other girls.

Objective 4: To build the capacity of National chapters to improve their functionality and their ability to deliver programmes and influence policy.

Although many chapters in FAWE network are well staffed and coordinated, there is variation in the capacities and strengths of FAWE NCs. This calls for a strengthening of weaker chapters so they can better implement programs, better engage with, and influence national educational policies, and effectively advocate for the promotion of girls' education.

During the former previous plan period and the bridging year, 14 National Chapters were under a strengthening program and results have shown that with capacity building of staff, NCs perform much better. FAWE plans to give attention to its remaining 19 chapters during this Plan period. Activities under this objective include:

- Building the capacity of NCs to improve their organizational functionality (programme cycle management, financial management, monitoring and evaluation, reporting, proposal writing and resource

mobilization, documentation of successful interventions).

- Strengthening the capacity of NCs to enable them to influence gender mainstreaming in national education policies and plans (policy analysis and knowledge of development trends, policy instruments and trends, declarations and conventions, gender analysis and budgeting, lobbying and forging strategic partnerships to influence policy and legislation, producing and using evidence-based data).
- Building the capacity of National Chapters members and staff to on how to conduct effective advocacy at community level.
- Monitoring the progress and evaluating the impact of the capacity-building program.

Objective 5: To undertake organizational development in order to ensure the sustainability of the organisation and enhance the effectiveness of its structures and programmes.

In order to effectively implement objectives 1 through 4 of this Plan, an organizational review and restructuring is necessary regarding the functionality of RS and National Chapters. Roles and responsibilities also need to be clarified and redefined where necessary. In relation to governance, it is also important to ensure that the statutory organs continue to operate effectively and that the membership is kept vibrant, particularly considering the size of FAWE's network of chapters.

Under this objective the following activities will be undertaken:

- Conducting an organisational and staff assessment at the RS to prepare for the organisational restructuring.
- Restructure RS to align it to the demands of the new Strategic Plan.
- Reviewing and revising the governance structure of the organization at all levels (General Assembly, Executive Committee, membership both at the Regional and National Chapter level).
- Expanding the reach of the organization through the creation of new NCs especially in countries where gender inequities are exacerbated by conflict.

Objective 6: To institutionalise an effective monitoring and evaluation system across the entire organisation

M&E is a critical component of this Strategic Plan. Following the Mid-Term Review of the 2002-2006 Strategic Plan, recommendations were made to strengthen FAWE's monitoring and evaluation system.

Under this objective, FAWE aims to further review and mainstream its monitoring, evaluation, documenting and reporting system and instruments across the organisation

To achieve this, FAWE will undertake the following specific activities:

- Improving existing M&E system and tools and developing new ones as

required.

- Partnering with M&E specialists and specialised institutions to provide training to RS staff.
- Monitoring regularly the implementation of FAWE's work programmes at regional and national levels.
- Conducting periodic evaluations of specific programmes.
- Documenting and reporting progress made in implementing FAWE's programmes using evidence-based data.
- Coordinating the development of the 3rd Strategic Plan (2013-2017).

Resource mobilization

The implementation of the Strategic Plan 2008 – 2012 requires a total of US\$ 22,722,300. The following section summarizes the strategies FAWE will use to mobilize these funds.

Firstly, FAWE will continue working with its Consortium of Donors to mobilize funds for the Plan. During the last Strategic Plan, a total of US\$ 18,081,277 was raised through this source by the Regional Secretariat. It is hoped that a similar amount will be raised for the next five years. From the experience of funding support for the just ended Strategic Plan, FAWE's work was greatly facilitated by the fact that most of the Donor Partners had three to five year funding commitments to the plan. FAWE will continue to dialogue with its Donor Partners with a view to maintaining this long term funding.

Secondly, FAWE will increase its efforts to bring new Donors to the Consortium and hopes to raise US\$3,000,000 through this

source. Concerted efforts will also be directed at tapping the private and corporate sector as well as individuals and well-wishers. Through these sources FAWE plans to generate an additional US\$1,800 000. From the trends shown above, the projected amount are as follows:

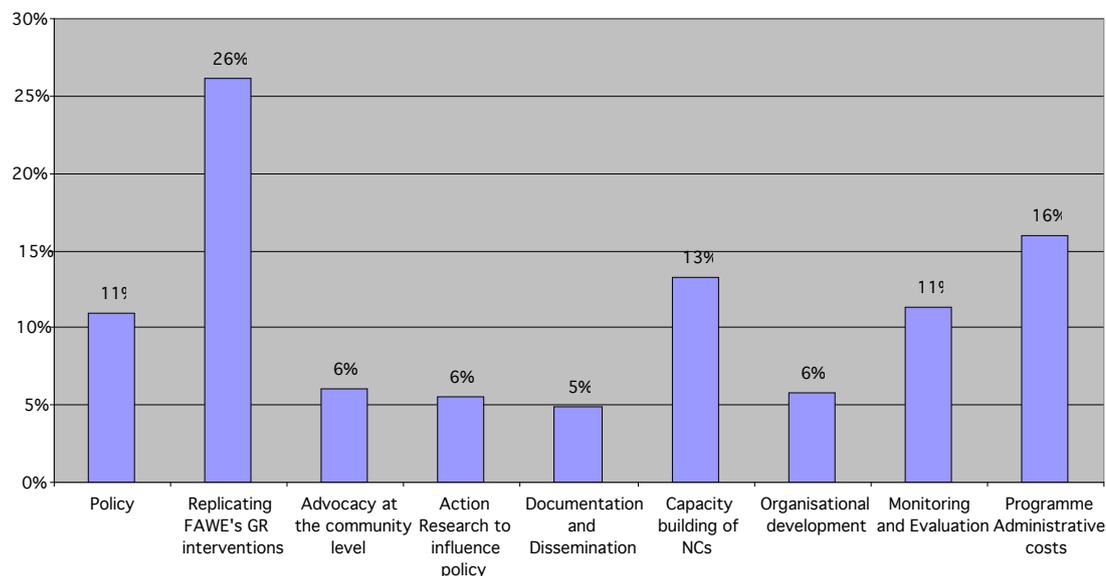
Sources	Projected amount (USD)
1. Existing donors	18,000,000
2. New donors	3,000,000
3. Corporate sector	500,000
4. Individuals and well-wishers	50,000
5. FAWE	1,250,000
TOTAL	22,800,000

Through its National Chapters will also explore various other sources of funding. In the previous Strategic Plan, National Chapters also raised over US\$15 millions at the national level independent of the Regional Secretariat for national level activities.

BUDGETARY ALLOCATION BY PROGRAMME

Programme	2008	2009	2010	2011	2012	TOTAL	
Policy	615,000	520,000	515,000	432,500	412,500	2,495,000	11%
Replicating FAWE's GR interventions	1,335,000	1,255,000	1,355,000	1,250,000	750,000	5,945,000	26%
Advocacy at the community level	286,000	286,000	376,000	256,000	166,000	1,370,000	6%
Action Research to influence policy	330,000	280,000	295,000	180,000	180,000	1,265,000	6%
Documentation and Dissemination	216,500	205,000	220,000	280,000	180,000	1,101,500	5%
Capacity building of NCs	1,239,500	1,070,000	295,000	290,000	125,000	3,019,500	13%
Organisational development	620,000	100,000	140,000	350,000	100,000	1,310,000	6%
Monitoring and Evaluation	830,000	405,000	495,000	330,000	525,000	2,585,000	11%
Programme Administrative costs	1,040,829	783,856	702,065	640,723	463,827	3,631,300	16%
TOTAL	6,512,829	4,904,856	4,393,065	4,009,223	2,902,327	22,722,300	
						22,722,300	

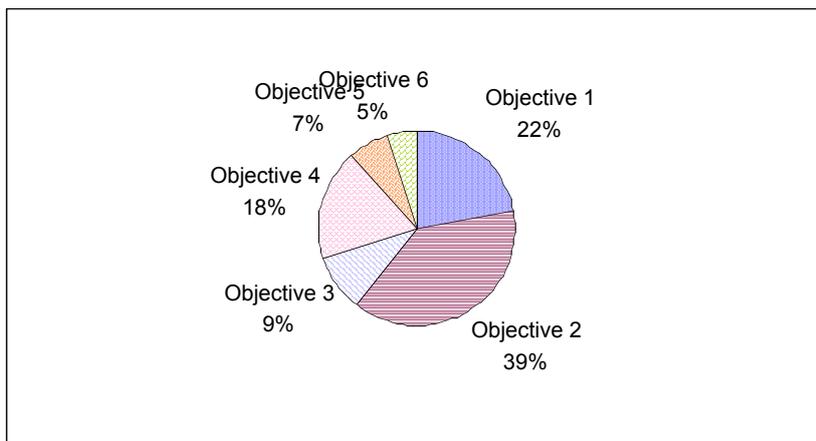
Percent Allocation per Programme (2008-2012)



2008 – 2012 Strategic Plan (All figures in US\$)

Strategic Objectives	2008	2009	2010	2011	2012	TOTAL	PCT
Objective 1	1,172,357	1,029,532	1,023,581	925,388	913,486	5,064,344	22%
Objective 2	2,382,205	1,743,658	1,916,238	1,642,490	1,035,483	8,720,074	38%
Objective 3	417,764	417,764	524,883	501,078	274,939	2,136,428	9%
Objective 4	1,564,531	1,374,693	452,280	440,378	345,161	4,177,043	18%
Objective 5	737,930	119,021	166,629	416,574	119,021	1,559,175	7%
Objective 6	238,042	220,189	309,455	83,315	214,238	1,065,239	5%
TOTAL	6,512,829	4,904,857	4,393,066	4,009,223	2,902,328	22,722,303	100%

Graphical representation: 2008 – 2012 strategic plan



FAWE STRATEGIC PLAN 2008 – 2012
MATRIX OF ACTIVITIES AND BUDGET

Objective 1: To continue influencing the integration of gender issues in education policies and plans in order to improve girls' access, retention and performance, with special emphasis on partnerships

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
To influence mainstreaming of gender into education policies and plans	Influencing the mainstreaming of gender into education sector policies and plans in line with EFA goals and MDGs as well as various sector plans and processes (SWAP, SIP, FTI, PRSP)	Education sector policies and plans address and integrate the gender dimension in education	Number of education policies that are gender responsive as a result of FAWE's contribution	75,000	75,000	75,000	12,500	12,500	250,000
	Stimulating positive gender policy reforms particularly influencing translation of policies into practice	Positive gender reforms applied at various levels in the education system	Number of gender-responsive policy reforms translated into practice Number of countries applying gender-responsive reforms in the education system	30,000	30,000	25,000	25,000	15,000	125,000
	Forging new strategic partnerships and strengthen existing ones to accelerate progress towards the achievement of gender equity and equality in Education	Partnership cemented Meaningful contribution to networks Recognition of FAWE's work	Number of partners identified Number and type of collaborative projects designed and implemented Number of gender networks joined	50,000	50,000	50,000	50,000	50,000	250,000
To continue to influence global education directions towards attaining the EFA and MD gender goals	Contributing to regional and global campaigns in order to influence global education trends towards attaining the EFA goals and MDGs	Influencing global education trends through participation in regional and global campaigns	Level of participation in regional and global campaigns. (Papers presented and gender agendas pushed)	100,000	100,000	100,000	100,000	100,000	500,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
To influence replication and mainstreaming of FAWE's successful interventions	Documenting and disseminating FAWE's successful interventions emerging out of the Demonstrative Interventions	Documented FAWE's successful interventions	Documented FAWE's successful interventions available and replicated	125,000	100,000	100,000	100,000	110,000	535,000
	Providing technical assistance to ministries of education to replicate and mainstream FAWE successful interventions in national education policies and plans.	Operational core technical teams	Closer collaboration with MoEs	100,000	130,000	130,000	110,000	100,000	570,000
	Facilitating the sharing of experiences between education officials with a view to replicating FAWE successful models	Education officials informed on FAWE successful models	Number of Best practices mainstreamed	200,000	75,000	75,000	75,000	75,000	500,000
	Participating in joint planning, monitoring and evaluation within mechanisms such as UNGEI, FTI, SWAP, SIPs, GCE international, regional and national levels	Notable progress towards the achievement of gender equity and equality in Education. Effective collaboration through joint projects	Number of international, regional and national partnership forums attended Number of joint projects undertaken Number of plans changed as a result of FAWE's contribution	60,000	60,000	60,000	60,000	60,000	300,000
	Commissioning Action Research and using the findings to influence policy	NCs undertaking action research Policies well-informed through action research	Number of action research reports produced Number of issues covered through action research Number of action researches that have influenced education policies	180,000	180,000	180,000	180,000	180,000	900,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
To monitor and evaluate the impact of FAWE's initiatives to advocate for gender responsiveness in education policy and practice	Monitoring and evaluating the progress and impact of FAWE's initiatives for influencing education policies practices for gender responsiveness	Progress tracked and documented Education policies and practice become gender-responsive thanks to FAWE's initiatives Adjustments made to the programme as a result of monitoring	Number of monitoring visits and reports Number of gender-responsive policies translated into action Extent to which policies have become gender-responsive Number of adjustments made	65,000	65,000	65,000	65,000	65,000	325,000
Programme Admin support	Providing administrative support for programme implementation	Programmes effectively implemented	Number of programmes effectively implemented	187,357	164,532	163,581	147,888	145,986	809,344
TOTAL				1,172,357	1,029,532	1,023,581	925,388	913,486	5,064,344

Objective 2: To continue to replicate FAWE's gender-responsive interventions in order to scale up them in more countries, while developing new models to address emerging challenges in girls' education.

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget						
				2008	2009	2010	2011	2012	TOTAL	
To evaluate FAWE's successful interventions that are slated to be replicated and scaled up	Undertaking the evaluation of FAWE models that are slated to be replicated and scaled up	Models are evaluated and costed Gaps identified and models improved Models are confirmed as best practices	Evaluation Report produced Number of models evaluated Number of models selected for replication	400,000						400,000
To assess the status of girls' access, retention and performance in specific countries and communities	Undertaking baseline studies and situation analyses on specific emerging issues on girls' education	Demonstrative interventions are informed by the actual situation on the ground	Number of base line studies	150,000	100,000	115,000				365,000
To undertake demonstrative interventions on how to increase access, improve retention and performance for vulnerable and marginalized girls	Consolidating FAWE's successful interventions on gender responsive schooling in secondary education Minimum package: bursaries, GRP, SMT, ICT, Tuseme, guidance and counselling, gender-responsive facilities, community participation, sexual maturation Additional features: HIV, rescued centre for vulnerable girls and other NC interventions	Increased number of marginalized girls accessing education, being retained and performing well	Number of marginalized girls gaining access to schooling, being retained and performing well.	865,000	675,000	675,000	570,000	310,000		3,095,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget					
				2008	2009	2010	2011	2012	TOTAL
	Developing new demonstrative interventions to address issuers affecting girls education at post primary level such as conflict and post conflict situation, vocational training and skills building, non formal education and gender in higher education	Increased girls' participation in education in conflict and post conflict situation, vocational training and skills building, non formal and higher education	Number of girls participating in education in conflict and post conflict situation, vocational training and skills building, non formal and higher education	300,000	400,000	500,000	500,000	300,000	2,000,000
To continue expanding Gender Responsive Pedagogy in teacher education	<p>Training pre-service and in-service teachers in gender-responsive pedagogy</p> <p>Advocating for more teacher training institutions to mainstream gender responsive pedagogy in their curricula</p> <p>Integrating GRP in SMT</p> <p>Monitoring the application of GRP within classrooms</p>	<p>Increased number of teachers trained in gender responsive pedagogy</p> <p>GRP mainstreamed in teacher training colleges</p> <p>Teaching and learning methodologies gender-responsive</p> <p>Teachers applying GRP within classrooms</p>	<p>Number of institutions applying GRP</p> <p>Number of teachers trained in GRP</p> <p>Number of teachers applying GRP</p> <p>Number of Teacher training institution that have mainstreamed GRP In their curricula</p>	170,000	180,000	180,000	180,000	140,000	850,000
To document FAWE's successful interventions emerging from the demonstrative interventions with a view to using them to transform policy and practice	Documenting and disseminating FAWE's successful interventions emerging from the demonstrative interventions	<p>FAWE's successful interventions documented</p> <p>FAWE's successful interventions selected as best practices</p>	<p>Number of FAWE's successful interventions documented</p> <p>Number of best practices identified</p>	16,500	10,000	40,000	30,000	20,000	116,500

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget					
				2008	2009	2010	2011	2012	TOTAL
	Monitoring and evaluating the impact of the demonstrative interventions on girls' access retention and performance	Progress tracked and documented Adjustments made to the programme as a result of monitoring	Number of monitoring visits Number of monitoring reports collected Number of adjustments made	100,000	100,000	100,000	100,000	100,000	500,000
Programme Admin support	Providing administrative for programme implementation	Programmes effectively implemented	Number of programmes effectively implemented	380,705	278,658	306,238	262,490	165,483	1,393,574
TOTAL				2,382,205	1,743,658	1,916,238	1,642,490	1,035,483	8,720,074

Objective 3: To advocate for girls' education and gender equity in education at community level

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget in USD					TOTAL
				2008	2009	2010	2011	2012	
To undertake advocacy for girls' education at the community level	Developing NC advocacy strategies	Increased awareness and action within communities leading to better participation of girls in education Effective communication with targeted communities	Number of community members targeted	220,000	130,000	210,000			560,000
	Producing advocacy materials		Number of advocacy campaigns organized						
	Organizing field days, and open days targeting communities		Type and number of opinion leaders partnered with						
	Partnering with opinion and faith based leaders at community level for enhanced communication with the community		Level of change in traditional beliefs and cultural practices that hinder the education of girls						
To forge and strengthen partnerships with the media through the FAWE Media Excellence (FAME) Award	Organizing the media award for excellence in promoting girls' education	Effective reporting and publicity on how to increase girls' participation in education, Visibility of NC raised	Number of media bodies, advocating for girls' education		90,000		90,000		180,000
	Organizing media days, briefings and press releases		Number of awards given						
			Number of media days and briefings organized						
			Media briefing kit available Degree of visibility of NC achieved						
To reward high performing girls so that they act as peer role models	Identifying of top performing girls through a selection committee	More girls motivated to perform well Award recipients serve as peer role models	Number of awards given	66,000	66,000	166,000	166,000	166,000	630,000
	Organising award ceremonies		Number of top performers rewarded						
	Mentorship and role modelling								
To document FAWE's successful interventions in advocacy	Documenting and disseminating FAWE's successful interventions	FAWE's successful interventions documented FAWE's successful interventions selected	Number of FAWE's successful interventions documented				100,000		100,000
			Number of best practices identified						

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget in USD					TOTAL
				2008	2009	2010	2011	2012	
		as best practices							
To monitor and evaluate the impact of advocacy activities at community level	Monitoring and evaluating the impact of the advocacy activities at community level on promoting girls' access retention and performance	Progress tracked and documented Adjustments made to the programme as a result of monitoring Impact assessed	Number of monitoring visits Number of monitoring reports collected and evaluation results Number of adjustments made	65,000	65,000	65,000	65,000	65,000	325,000
Programme Admin support	Providing administrative for programme implementation	Programmes effectively implemented	Number of programmes effectively implemented	66,764	66,764	83,883	80,078	43,939	341,428
Total				417,764	417,764	524,883	501,078	274,939	2,136,428

Objective 4: To build the capacity of FAWE National Chapters to improve their functionality and their ability to deliver programmes and influence policy

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
To build the capacity of National Chapters to enable them to influence gender mainstreaming in national education policies and plans	Building the capacity of National Chapters to enable them to influence gender mainstreaming in national education policies and plans. These include: policy analysis, gender analysis and gender budgeting, knowledge of government systems, policy formulation processes, lobbying and influencing legislation, forging strategic partnerships and networks for policy dialogue, using evidence-based data and information sharing	NC coordinators and members equipped with skills to influence gender mainstreaming Gender mainstreamed in national policies and plans	Number of policies made gender responsive engendered at national level as a contribution of FAWE NCs	250,000	250,000	100,000	75,000	75,000	750,000
To build the capacity of National Chapters members to conduct advocacy at community level	Carrying out a needs of advocacy capacity assessment at National Chapter level	Status of capacity of NC in advocacy for action known	Needs assessment report available	49,500					49,500
	Developing training modules on advocacy	Training Materials available	Number of training modules developed	15,000					15,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
	Organizing national Training of Trainers on advocacy	A core group of skilled advocacy trainers	Number of training sessions organized Number of resource people trained	125,000	125,000				250,000
	Conducting training of National Chapters in advocacy for action	A core group of Skills for advocacy which targets the community,	Number of advocacy for action activities undertaken	100,000	245,000	145,000			490,000
	Monitoring and evaluating NCs activities in community advocacy	Availability of evidenced-based data	Number of site visits and reports generated	10,000	20,000	20,000	15,000	15,000	80,000
To build the capacity of FAWE NCs for programme planning, implementation, monitoring and evaluation as well as resource mobilisation with particular focus on 19 NCs	Improving the functionality of NCs through capacity building This includes: Programme cycle management, Financial management, Monitoring and evaluation, Reporting, Proposal writing and resource mobilization, Documentation of successful interventions Increasing Programme Administrative support	NC staff and members trained Functional systems in place Effective implementation of programmes	Number of NCs with improved functionality Number of NC staff and members trained Number of programmes implemented effectively Amount of resources mobilised by NCs Number of NC staff retained	400,000	350,000		165,000		915,000
To establish a training and resource centre for gender responsiveness in education	Developing training modules Developing gender responsive models Offering training on-site and distance training			300,000	100,000	50,000	50,000	50,000	550,000
To monitor and evaluate the effectiveness of the capacity building Programme of NCs	Monitoring and evaluating the implementation of the Capacity building programme	Progress of capacity building programme tracked Impact of the Capacity building programme assessed	Monitoring reports Evaluation reports Gaps identified and addressed Functional National Chapters	65,000	65,000	65,000	65,000	150,000	410,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
Programme Admin support	Providing administrative support for programme implementation	Programmes effectively implemented	Number of programmes effectively implemented	250,031	219,693	72,280	70,378	55,161	667,542
TOTAL				1,564,531	1,374,693	452,280	440,378	345,161	4,177,042

Objective 5: To undertake organizational development in order to ensure the sustainability of the organisation and enhance the effectiveness of its structures and programmes

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget					
				2008	2009	2010	2011	2012	TOTAL
To conduct an organisational and staff assessment at the RS to prepare for the organisational restructuring	Conducting organisational assessment	New organisational structure in place	New organisational structure operational	80,000					80,000
	Conducting RS staff skills assessment	Organisational functions adequately staffed	Number of positions filled						
	Restructuring RS following the results of the assessment	Effective implementation of FAWE's Strategic Plan	RS functioning effectively						
To review and restructure the RS to align it to the demands of the Strategic Plan	Reviewing and restructuring RS for optimal coordination, technical assistance provision, monitoring and evaluation	Structures reviewed and aligned to the Strategic Plan	Review Report produced	100,000					100,000
	Providing staff development opportunities	Restructuring implemented	Restructuring plan available						
	Introducing a charter signed by RS and NCs, which clearly specifies the roles and responsibilities of the RS and NCs	Roles and responsibilities clarified Communications between RS and NCs enhanced	Number of agreements signed between NCs and RS Adherence to the charter by RS and NCs						
To expand the FAWE network through the establishment of new National Chapters	▪ Establishing new NCs especially in countries experiencing conflict	New Chapters established Increased outreach in sub Saharan Africa	Number of new Chapters established	60,000		40,000			100,000
To review the governance structure of the organisation at all levels	Reviewing the governance structure of the organisation at all levels	Effective organizational cohesion and governance FAWE membership redefined	Review report available Level of effectiveness in organizational cohesion and governance	30,000					30,000
	Organising FAWE EC meetings	Statutory meetings held	FAWE EC meetings reports produced ▪	50,000	100,000	100,000	50,000	100,000	400,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget					
				2008	2009	2010	2011	2012	TOTAL
	Organising FAWE regional assemblies	Statutory meetings held	FAWE regional assemblies reports produced Level of implementation of recommendations	100,000			100,000		200,000
	Organising FAWE General Assembly	Statutory meetings held Effective organizational cohesion and governance	FAWE GA reports produced New organizational structure in place Level of implementation of recommendations	200,000			200,000		400,000
Programme Admin support	Providing administrative support for programme implementation	Programmes effectively implemented	Number of programmes effectively implemented	117,930	19,021	26,629	66,574	19,021	249,175
TOTAL				737,930	119,021	166,629	416,574	119,021	1,559,175

Objective 6: To institutionalise an effective monitoring and evaluation system across the entire organisation

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
To institutionalise M&E at RS and NC levels	Improving FAWE's existing M&E systems and tools	User-friendly M&E system institutionalised across the organisation and functional	Number of M&E tools developed and adequately used	110,000	85,000	15,000	15,000	5,000	230,000
	Developing new tools including programme databases and an online programme tracking system	M&E reports effectively utilised to adjust programme implementation	Number of NCs effectively using the online programme tracking system						
		Implementation of FAWE's work programmes regularly monitored	Number of progress reports produced						
	Documenting and reporting progress made in implementing FAWE's programmes using evidence-based data	Impact of FAWE's initiatives adequately assessed Gaps properly and regularly identified	Number of progress reports produced Adequacy of the solutions provided	5,000	5,000	5,000	5,000	5,000	25,000
	Disseminating reports, materials throughout the FAWE network through a multi-media system Improving communication by equipping the entire FAWE network with VOIP technology	FAWE reports, materials disseminated widely Reduced communication costs Improved communication between NCs	Number and type of reports disseminated Level of visibility of FAWE's programmes Frequency of interactions between NCs and RS Quality of communication	75,000	95,000	80,000	50,000	50,000	350,000

Specific Objectives	Activities	Expected Outcomes	Indicators	Budget (USD)					
				2008	2009	2010	2011	2012	TOTAL
	Partnering with M&E specialised institutions to benefit from training opportunities	RS Staff M&E skills enhanced	Number of staff trained and effectively using acquired M&E skills	10,000		10,000			20,000
	Coordinating the Mid-Term Review					150,000			150,000
	Coordinating the development of FAWE's 3 rd Strategic Plan	The 3 rd FAWE Strategic Plan is developed and produced Strategic direction of FAWE defined	The Strategic Plan produced, adopted and endorsed by all FAWE stakeholders					120,000	120,000
Programme Admin support	Providing administrative support for programme implementation	Programmes effectively implemented	Number of programmes effectively implemented	38,042	35,189	49,455	13,315	34,238	170,238
TOTAL				238,042	220,189	309,455	83,315	214,238	1,065,239
Grand Total				6,512,829	4,904,856	4,393,065	4,009,223	2,902,327	22,722,300

