

ANCEFA STRATEGIC PLAN 2010-2014

PRESENTATION TO THE BOARD
MEETING, LUSAKA, 3-5 MARCH 2010

ANCEFA VISION

A United, Strong, and Effective African Civil Society Committed to The Promotion of Free and Quality Universal Education.

ANCEFA MISSION

To promote, enable and build capacity of African Civil Society to advocate and campaign for access to free quality and relevant education for all.

- Picture from UNESCO GMR, 2010



ANCEFA CORE VALUES

- ✓ Respect
- ✓ Integrity
- ✓ Commitment
- ✓ Professionalism and excellence
- ✓ Inclusiveness
- ✓ Active engagement
- ✓ Non Partisanship

ANCEFA STRATEGIC PLAN

BACKGROUND

- This third strategic plan of ANCEFA covers a period of 5 years from 2010 to 2014.
- The plan builds on achievements gained over the years, and addresses key challenges, based on lessons learnt from the previous work.
- Progress on EFA is very slow, more especially in Africa. The key neglected EFA goals are goals on ECD (goal 1), Out of school youth education (goal 3) and Adult Literacy (goal 4).
- According to UNESCO GMR 2010: worldwide there are 759 million illiterate youths and adults, and 72 million out of school children. Current trends and efforts will still leave over 56 million out of school by 2015.
- In Africa there are **40 million out of school children, and over 60% are girls. The number of illiterate adults is over 160 million are in Africa.** Over 70% of Young People lack opportunities to develop their skills and access sustainable livelihoods.
- Provision of education has been characterised by exclusion (UNESCO GMR 2010). Many of those excluded are children with disabilities, orphans, children from poor and remote areas, girls, and especially those in conflict affected and fragile states.

BACKGROUND

- The quality of teaching and learning in many schools in Africa is poor largely due to irrelevant curriculum, shortage of teachers, classrooms, and teaching and learning materials.
- One of the manifestations of poor quality is poor learning achievements as shown in reading and writing assessments at national and international levels.
- Financing of education is a big challenge. Most African governments are falling to provide at least 6% of GDP or 20% of the National budget to education. Rich countries are failing to honour their aid pledges. There is currently annual financing gap of US\$16 billion to achieve EFA by 2015 in low income countries. The global financial crisis of our time threatens to further reduce funding for education.
- ANCEFA Education watch studies show that programmes on EFA fail to produce desired results due to shortfalls in national accountability. Policy processes are characterised by inadequate consultations and participation of teachers, parents, teachers and communities.

BACKGROUND

- In addition once formulated there is lack of political will to implement the policies. At the same time the few resources allocated to education fail to reach the intended beneficiaries due to corruption.
- Achievement of EFA in Africa cannot be realised without aggressive advocacy and monitoring. It is for this reason that ANCEFA intends to intensify civil society advocacy at national levels as well as international levels.
- However, from its coalition building programmes since its establishment in 2000, ANCEFA programmes have been faced with inadequate institutional capacity ranging from shortage of funds to inadequate skills, staff, and office space to sustain its activities.
- This strategic plan aims at strengthening the institutional capacity of ANCEFA and its members by addressing the challenges.

STRATEGIC PRIORITY AREAS

ANCEFA Strategic Plan , 2010-2014 has four strategic priority areas:

1. Campaigning for the Financing of Equitable and Inclusive Quality Education For All
2. Ensuring National Accountability
3. Promoting Quality Teaching and Learning
4. Institutional Strengthening Of ANCEFA

STRATEGIC PLAN FRAMEWORK

STRATEGIC PLAN FRAMEWORK

The framework has these key aspects:

A. Strategic Plan Overall Goal

B. Details for Each Strategic Priority Area:

A. Strategic Objectives

B. Expected Results

C. Priority Activities

C. Monitoring and Evaluation

D. Resource mobilisation Plan

E. Strategic Plan Budget

OVERALL GOAL

To achieve measurable change in access and quality of education for all by 2014 in Africa particularly for the vulnerable and disadvantaged through enhanced civil society campaigning, capacity strengthening and institutional development.

STRATEGIC PRIORITY AREA ONE

FINANCING FOR QUALITY INCLUSIVE
EDUCATION

STRATEGIC OBJECTIVE 1

- To ensure that by 2014 funding for education is increased in at least 20 countries in sub-Saharan Africa resulting in increased access to education for marginalised groups

EXPECTED RESULTS FOR STRATEGIC AREA 1

- *Education budget is increased towards the minimum of 20% of national budget, or 6% of GNI in at least 20 countries by 2014.*
- *Total aid to Africa on Education from rich countries (G8, G20, and IMF/WB) is doubled by 2014, with an annual increase of at least 25% from 2011.*
- *Gender responsive budgeting for the education sector is adopted and implemented in at least 15 countries by 2014.*
- *Countries that have ratified the 2006 UN Convention on the education Rights for Persons with Disabilities, mainstream funding for persons with disabilities in the annual education budget by 2014.*
- *Funding is available through CSEF for at least 38 national coalitions to conduct year round campaigns on financing for quality inclusive education for all including persons with disabilities by 2014.*

PRIORITY ACTIVITIES FOR STRATEGIC AREA 1

- Commission a study on financing for education access by marginalized groups (children with disabilities, girls & boys in poor and Nomadic areas, Vulnerable Children and Minorities) with particular attention to CAFS
- Work with national FAWE chapters and coalitions to conduct an analysis on progress made on gender responsive budgeting
- Carry out a regional research on impact of unfavourable macroeconomic policies and global financial crisis on education budgets in countries in Africa
- Support 23 national coalitions to track policy gaps & budgets for neglected EFA Goals(Literacy, ECCD,TVET for youth)
- Conduct a regional trainer of trainers workshop on international financing frameworks including macroeconomic policies

Activities continued

- Facilitate sub regional training workshops for journalists on Education and international financing frameworks
- Develop a training toolkit on inclusive education for teachers.
- Work with national coalitions and teachers unions to orient teachers on inclusive education using the training toolkit developed.
- Support country level training workshops for NGOs, parliamentarians, journalists and Education Ministry Budget Officers on Gender budgeting in education.
- Support coalitions to set up National Civil Society Education Fund (NCSEF)

Activities continued

- Convene a regional advocacy forum on financing for inclusive quality education for all and make regular follow ups on commitments made at the forum by stakeholders
- Host a Policy roundtable with IMF/WB on the impact of their policies and conditionalities on financing for inclusive quality education in Africa and follow up on commitments made
- Interface with EFA –FTI Secretariat on the progress on financial support towards FTI eligible countries
- Champion Africa Education Week & Celebrate ANCEFA Day to drum up support for inclusive education for all in Africa
- Support national coalitions to undertake budget and election cycle campaigns lobbying for increased financing for inclusive quality education in their countries
- Support national coalitions to use community media to disseminate messages on inclusive education and build champions and friends of education at community level
- Produce and distribute IEC materials (posters, leaflets, brochures, etc) tackling themes on inclusive education and financing .

STRATEGIC PRIORITY AREA TWO

PROMOTING ACCOUNTABILITY

STRATEGIC OBJECTIVE 2

By 2014, promote accountability among government, civil society and donors in delivery of education services in at least 80% of African countries where ANCEFA has membership

EXPECTED RESULTS FOR STRATEGIC AREA 2

- *At least 80 % of Countries in Africa comply with and implement the key regional and sub regional education frameworks such as the 2000 Dakar EFA Framework, the 2006 Africa Union Second Decade of Education Framework and sub regional protocols by 2014.*
- *Civil society organisations are actively involved in budget and policy formulation and review in at least 20 African countries by 2014.*
- *Communities are empowered to actively participate in school management in at least 8 countries by 2014.*
- *Unfavourable policies, practices and laws to civil society operations are repealed in at least 7 affected countries (e.g. Ethiopia, Gambia, Zimbabwe, Swaziland, Sudan, Somali, Guinea Conakry) by 2014.*

PRIORITY ACTIVITIES FOR STRATEGIC AREA 2

- Conduct a regional Post Dakar EFA Review with particular focus on Policy development, Progress on the EFA goals, goal by goal, Quality Inclusive education, Education Financing, Accountability & Good practices
- Conduct a tracer study on implementation of the AU Education Decade(AUED) in countries which have ratified the AUED
- Set up ANCEFA Regional policy think-tank that will provide policy analysis support to ANCEFA structures at regional, sub regional and national levels.
- Establish new national coalitions with particular focus in Lusophone countries and Conflict Affected Fragile States (CAFS).

Activities Continued

- Develop training manuals for social actors in critical areas for policy engagement such as Strategic Planning & Fundraising, Policy Analysis & Advocacy, Budget Analysis & Tracking and Coalition Building .
- Train coalitions and their membership in Coalition Governance, Coalition Building, Strategic Planning & Fundraising
- Train members of national coalitions in Budget Tracking
- Develop a Coalition governance manual to support coalitions on governance related issues
- Work with PAMOJA to update and distribute copies of School Governance Manual Establish new national coalitions with particular focus in Lusophone countries and Conflict Affected Fragile States (CAFS).
- Identify strategic allies and make courtesy visits to their offices

Activities Continued

- Involve celebrities (soccer, music, film stars, religious, writers) in policy forums and campaigns
- Strategically engage African Union and Sub regional political and economic bodies
- Coordinate solidarity statements/petitions at regional or sub regional level in support of national coalitions that are lobbying for policy change in their countries
- Support coalitions to engage legislators and legal practitioners to conduct Justiciability/litigation initiatives and publishing shadow reports on Education rights.
- Post case study reports/videos on ANCEFA website as well as social networking sites like Face book, You Tube etc
- Facilitate sub regional forums where coalitions can share case studies/ good practices.

STRATEGIC PRIORITY AREA THREE

QUALITY TEACHING AND LEARNING

STRATEGIC OBJECTIVE 3

To mobilize public pressure at local, national and regional levels for governments and international partners to formulate, implement and review policies on quality education by 2014

EXPECTED RESULTS FOR STRATEGIC AREA 3

- *ANCEFA produces and distributes an increased number of high quality campaign materials annually.*
- *Media professionals are mobilised to increase media coverage on quality of teaching and learning through training and educational awards.*
- *Regular forums on quality of teaching and learning are held at regional, sub regional, national and community levels.*
- *Learning achievements including reading, writing and counting improved in schools.*

PRIORITY ACTIVITIES FOR STRATEGIC AREA 3

- ANCEFA selected coalitions visit in India (ASER and PRATAM experiences on house hold reading assessment for advocacy
- Conduct a children reading assessment at household level with attention to gender disaggregation.
- Produce campaign messages and materials to be used for advocacy and lobbying for improved quality teaching and learning
- Support national coalitions to conduct focused campaigns on quality of teaching and learning in their countries

STRATEGIC PRIORITY AREA FOUR

STRENGTHENING INSTITUTIONAL
CAPACITY OF ANCEFA

STRATEGIC OBJECTIVE 4

- *To build a strong, vibrant and responsive institution that will efficiently monitor EFA Implementation in Africa by 2014*

EXPECTED RESULTS FOR STRATEGIC AREA 4

- *Annual income for ANCEFA is increased by 2014.*
- *ANCEFA implements its programmes effectively and efficiently.*
- *Efficient and effective documentation & communication, and monitoring & evaluation systems in place by 2011.*
- *Increased visibility of ANCEFA at international, regional, sub regional and national platforms.*
- *Existing fragile coalitions are strengthened countries in 14 countries.*

PRIORITY ACTIVITIES FOR STRATEGIC AREA 4

- Develop a funding policy and a fundraising strategy
- Strengthen existing partnerships and diversify funding base by identifying & engaging new funding partners including core funders and income generating activities.
- Identify bigger office space for the Regional and sub-regional secretariat-with conference Facilities and adequate logistics and equipments
- Purchase land in the hosting country for ANCEFA
- Setting up a sub-regional office in Central Africa
- Procure necessary basic office equipment for both regional and sub-regional offices
- Recruit new staff and maintain existing staff
- Review conditions of service for staff

Activities Continued

- Initiate ANCEFA Organizational Development (OD) process.
- Review ANCEFA Constitution
- Hold regular ANCEFA General Assembly
- Hold regular Board meetings
- Hold regular staff meetings
- Facilitate periodic team building meetings for ANCEFA Board and staff
- Facilitate training & Learning visits for ANCEFA staff & Board in areas of Board governance, policy & budget advocacy, movement building program management, office management, & financial management
- Carry out regular external Financial audit
- Strengthen ANCEFA M/E systems
- Re-register ANCEFA as an international NGO with diplomatic status in hosting country;

Activities Continued

- Identify ANCEFA goodwill ambassadors-globally.
- Participate in international & regional EFA forums and campaigns .
- Establish a strong documentation/Communication unit in ANCEFA regional and sub-regional offices
- Produce, print and distribute ANCEFA Education Directory featuring coalitions, donors and education experts in Africa.
- Revamp ANCEFA website (and by making it interactive & user friendly with re-activated Staff web addresses e.g. user@ancefa.org) and come up with a list serve for easy sharing of information
- Public quarterly ANCEFA Newsletter
- Produce and print ANCEFA promotional/advocacy materials (Calendars, T-shirts, posters, Clocks, pens, notebooks, badges, cloths, flags etc).

IMPLEMENTATION

- The success of the 2010-2014 strategic plan will only be measured after the plan is implemented and evaluated. The ANCEFA strategic plan will be implemented over a five year period from 2010 to 2014. A strategic plan implementation matrix and overall budget have been developed to guide development of programmes, project proposals, annual work plans and budgets.
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- ANCEFA Board will spearhead implementation of the strategic plan. During implementation a number of stakeholders and institutions will be involved. The key stakeholders will include ANCEFA Board, ANCEFA Staff, ANCEFA Member National Coalitions and Donors. These stakeholders will be expected to play different roles.
- Implementation of program, activities will require financial resources, human resources and material resources.

MONITORING, EVALUATION & LEARNING

- Strong M/E System with these key elements:
 - Continuous monitoring and evaluation- through periodic reporting, staff/board meetings, G/As
 - Periodic Program and Financial Reviews- Annual, mid term, end of strategy evaluation.
 - Strong Communication and Documentation
 - Capacity strengthening for M/E for staff, Board and Members.
 - Learning programmes- exchange visits, sub regional meetings for members.
- For easy monitoring annual targets and indicators are in the attached detailed strategic plan matrix.

RESOURCE MOBILISATION STRATEGIES

Four main strategies to raise at least ***US\$ 5.3 million for the strategic plan.***

- 1. Mobilisation of donors** through donor round tables, visiting new donors, proposal writing, using eminent Africans.
 1. Targeted Donors: Global Campaign For Education (GCE)-The Dutch Government, OXFAM GB, Open Society Institute (OSI), Open Society Initiative for Southern Africa (OSISA), Action Aid International (AAI), IBIS- a Danish International Education NGO, TIDES Foundation, Wellspring Advisors, CSEF.
- 2. Project administration charges-** 20% of total budget
- 3. ANCEFA Membership Contribution:** Proposal of at least US\$500/ year / coalition
- 4. Income Generating Activities:** bidding research / training consultancies, fundraising events, capacity building workshop fees, sale of reports, office complex, call for donations.

STRATEGIC PLAN BUDGET

- The total budget for the strategic plan is **US \$13,485,218**.
- The budget is distributed in each of the strategic priority areas.
- Refer to the table that follows.

Table1 : Strategic Plan Budget

SN	STRATEGIC AREA	BUDGET (US\$)
1	Inclusive Quality EFA	2,585,793
2	Promoting Accountability	2,462,923
3	Quality Teaching and Learning	444,285
4	Institutional Capacity of ANCEFA	7,992,217
	GRAND TOTAL	13,485,218

THANKS FOR YOUR ATTENTION!

ASANTE!

MERCI!

ZIKOMO!