Enabling Access to Education and Training for Girls and Women in Africa
About FAWE

Forum for African Women Educationalists (FAWE) is a women-led pan-African Non-Governmental Organization founded in 1992 to promote girls' and women's education in sub-Saharan Africa in line with the Sustainable Development Goals (SDGs) and Agenda 2063. We are a network of 34 semi-autonomous National Chapters (NCs) spread across 33 countries with a coordinating Regional Secretariat (RS) in Nairobi, Kenya. Working with her partners irrespective of geographic location, FAWE's mission is to create positive societal attitudes, policies and practices that promote equity in education access, retention, transition and performance.

In this strategic period, 2019-2023, FAWE seeks to empower girls and women in Africa with skills, values and competencies to achieve their full potential. Particularly, the organization will steadily remain a learning catalyst, facilitator of change processes and innovator of sustainable, gender responsive interventions. Principally, influencing policies and plans, developing strong institutional capacity, and knowledge management will continue to be the key pillars of the organization.

While FAWE's proposed interventions will be informed by past experiences, global trends as well as the African Union agenda, the organization will endeavor to align and build on the momentum and transformation agenda set by the AU Agenda 2063 and Continental Education Strategy for Africa CESA 2016-2025, the Sustainable Development Goals (SDG 4 & 5), and the Education Sector Plans for many African countries.

The FAWE Network

Benin, Burkina Faso, Burundi, Cameroon, Chad, Comoros, Congo, Eswatini, Ethiopia, Gabon, Ghana, Guinea, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Namibia, Nigeria, R.D. Congo, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, Southern Sudan, Tanzania*, The Gambia, Togo, Uganda, Zambia and Zimbabwe

*mainland and Zanzibar
Mandate

To engage with governments, schools and communities to foster policies and practices that promote girls' education.

Vision

A just and inclusive society in which girls and women have access to quality education and training to give them necessary skills, competencies and values needed to achieve their full potential.

Mission

FAWE, in partnership with strategic partners, national governments, educators, researchers, influencers and local communities, will foster innovations, promote positive policies/practices and provide opportunities for girls and women, to develop skills, competencies and values that will make them productive members of their societies.

Values

- Professionalism
- Accountability
- Integrity
- Diversity
- Results Oriented
- Respect for human rights
Purpose of the Strategic Plan

1. To provide the FAWE Network with a renewed strategic focus over the next 5 years

2. To provide a basic framework to enable FAWE to cope with emerging changes more creatively

3. To inform all, within the organization and partners about the vision and mission, values and strategic direction of the organization

4. To provide stability for FAWE’s operations and avoid sudden programme changes
The Strategic Plan is Aligned with

- The African Union's blueprints (Agenda 2063)
- CESA (2016/2025)
- Sustainable Development Goals (SDG 4 & 5)
- Education Sector Plans of many African countries
Strengths of FAWE

- Diversified partnerships
- FAWE National chapter Boards’ and members’ commitment to girls’ education agenda
- FAWE’s ability to mobilize resources
- NCs close relationship with their governments
- Robust network with active National Chapters, members and alumni

Opportunities of FAWE

- Presence in 33 African countries
- Partnerships with ministries of Education at country level
- Strong partnerships at regional and international level
**Strategic Objectives and Key Result Areas (KRA)**

**SO 1:** To facilitate access to quality education and training opportunities by girls and women across Africa, in order for them to develop relevant skills to achieve their full potential in all realms of life.*

- Scaling up successful models on girls' education
- Innovating and developing new gender responsive models
- Community mobilization and engagement

**SO 2:** To advocate for the integration of gender responsive approaches and policies in African education systems in order to inculcate skills and competencies in girls and women to enable them to contribute to and transform their societies.

- Advocacy and policy influence for gender responsive policies, plans and budgets

**SO 3:** To work towards a strong institutional capacity for FAWE to deliver its mandate.

- Improving technical capacity of RS and NC staff
- Membership mobilization and leadership development
- Strong linkages and revamped alumni**
- Using FAWE’s new business model to mobilize new resources

**SO 4:** To build vibrant research, evidence generation and knowledge management systems within FAWE network so as to inform policies, new approaches and set the pace for girls' education agenda in Africa.

- Establishing a regional knowledge hub for evidence on girls' education and empowerment of women
- Establishing linkages and building strong partnerships with Research Institutes, Think Tanks and Universities.

*with a focus on under served and vulnerable groups
**with a focus on the African Girls’ Education Fund (AGEF) to which the Alumni have already raised some seed funding
**Goal**

Girls and women in Africa are empowered through education and training with relevant skills, values and competencies they need to achieve their full potential.

**Pathways to Expected Results**

1. Successful models on girls’ education from 2013 - 2017 SP documented and scaled up
2. New gender responsive models on ECD, child protection, out of school children, non formal education, SBGRV and entrepreneurship innovated and tested
3. Education policies, plans and budgets are gender responsive
4. Community engagement is robust in addressing issues affecting girls and young women
5. Improved evidence and knowledge management on gender issues in education
6. Documentation, learning and adaptation
7. Robust resource mobilization & new business initiatives

**Outcomes**

- Girls and young women across Africa, have access to quality education and training opportunities to develop relevant skills and values for world of work
- Education systems in Africa integrate gender responsive approaches and policies to nurture skills and competencies for girls and women to contribute to their societies
- Research, evidence generation & knowledge management is improved across FAWE network
- FAWE has the institutional capacity (networking, leadership, technical and financial) to deliver its mandate.

**Change strategies**

- Development of skills & values for girls & women.
- Advocacy for education sector reforms.
- Strengthening of the FAWE Network.

**Enablers**

- WB, UN, agencies, AU, RECs, & Ministries of education
- Funders, NCs’, think tanks, members & alumni.

**Assumptions**

- UN and AU ready to work with and support FAWE;
- Technical and financial resources available for the strategy;
- National Chapters have the capacity to roll out the plan;
- MoE and relevant state agencies ready to work and support NCs; and,
- Communities ready to drop negative social norms and harmful cultural practices.
FAWE Models

Comprehensive scholarship packages

Gender Responsive Pedagogy (GRP)

Science, Technology, Engineering and Mathematics (STEM)

*Tuseme (Lets us speak Out) Youth empowerment model*

Technical Vocational Education and Training (TVET)
The new business model will allow FAWE to diversify her funding base.

To enhance the Organization’s operations:

- Building a strong profile
- Institutional strengthening
- Seeking new external funding resources
- Seeking new internal funding sources

Commitment

Implementation of 2019 — 2023 Strategic Plan
VFM Policy and Framework for Strategic Plan 2019—2023

- **Economy**: Careful use of resources to save expense, time or effort ($ to inputs)

- **Efficiency**: Delivering the same level of services at less cost, time or effort (inputs to outputs)

- **Effectiveness**: Delivering a better service or getting a better return for the same amount of expense, time or effort. (outputs to outcomes)
  - Cost effectiveness ($ to impact)

- **Equity**: Equal access by all categories of beneficiaries
Implementation cost of FAWE Strategic Plan 2019—2023

Total Cost of implementation = USD 30.123M
FAWE will seek new sources of funding as follows:
- Internal Funding = USD 6.025 M
- External Funding = USD 24.098 M

Sustainability Principles of the Strategic Plan

SUSTAINABILITY PRINCIPLES

Will be anchored on the following eight principles

- Sustainable programme designs
- Sustaining interventions and Results
- Knowledge transfer and mentorship
- FAWE’s partnership approach
- Strengthening capabilities of local actors
- Learning and adaptation
- VFM as a sustainability strategy
- Financial Sustainability
Monitoring & Evaluation approaches

Ongoing Learning adaptation
1. Emerging lessons
2. Integration of lesson
3. Adaptation of learning
4. Documentation and sharing

2021 Outcome Harvest Approach

Regular Monitoring

Annual Reflection

Mid-term review

End-term review

Relevance and effectiveness
1. Fidelity of implementation
2. Emerging Results
3. Case studies and MSC stories
4. Potential sustainability

Annual Results, Assumptions, Learning, PEA, Key stakeholders

Reflection, Analysis Adoption of Qualitative Framework

Emerging lessons
Integration of lesson
Adaptation of learning
Documentation and sharing

1. Fidelity of implementation
2. Emerging Results
3. Case studies and MSC stories
4. Potential sustainability

1. Fidelity of implementation
2. Emerging Results
3. Case studies and MSC stories
4. Potential sustainability