



An empowered girl from Liberia trained in motor vehicle mechanics through the FAWE-DANIDA TVET program ©FAWE/L. Ventimiglia



**FAWE**

Forum for African Women Educationalists  
Forum des éducatrices africaines



Graduation ceremony of Scholars transitioning from secondary to tertiary education under the FAWE-Mastercard Scholars Program in Ethiopia ©FAWE/E. Gachoka

# FAWE STRATEGIC PLAN 2019 - 2023

## Abridged Version

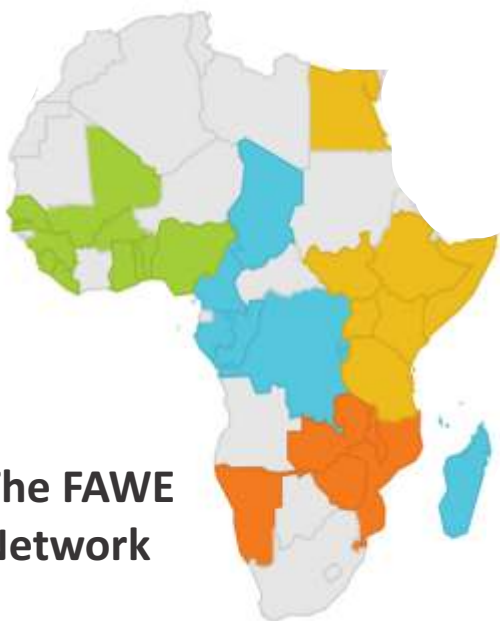
*Enabling Access to Education and Training for Girls and Women in Africa*

## 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.

### The FAWE Network



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.

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

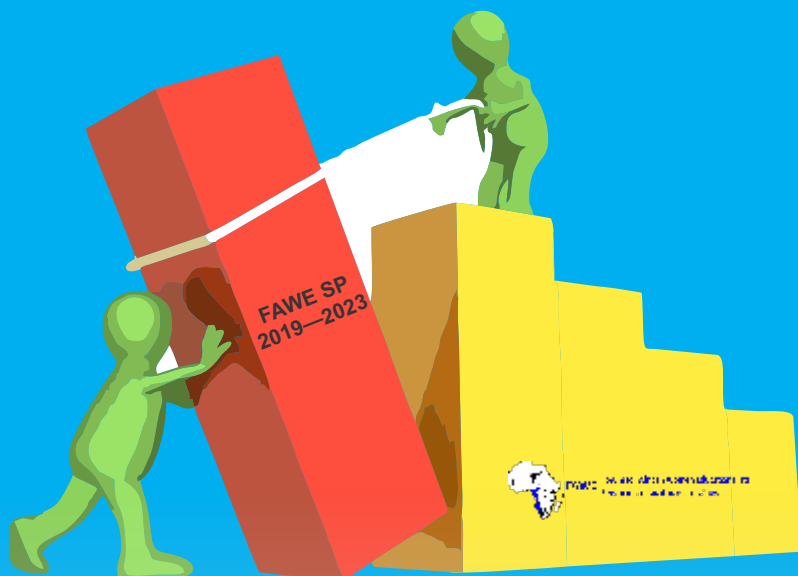
To provide a basic framework to enable FAWE to cope with emerging changes more creatively

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)



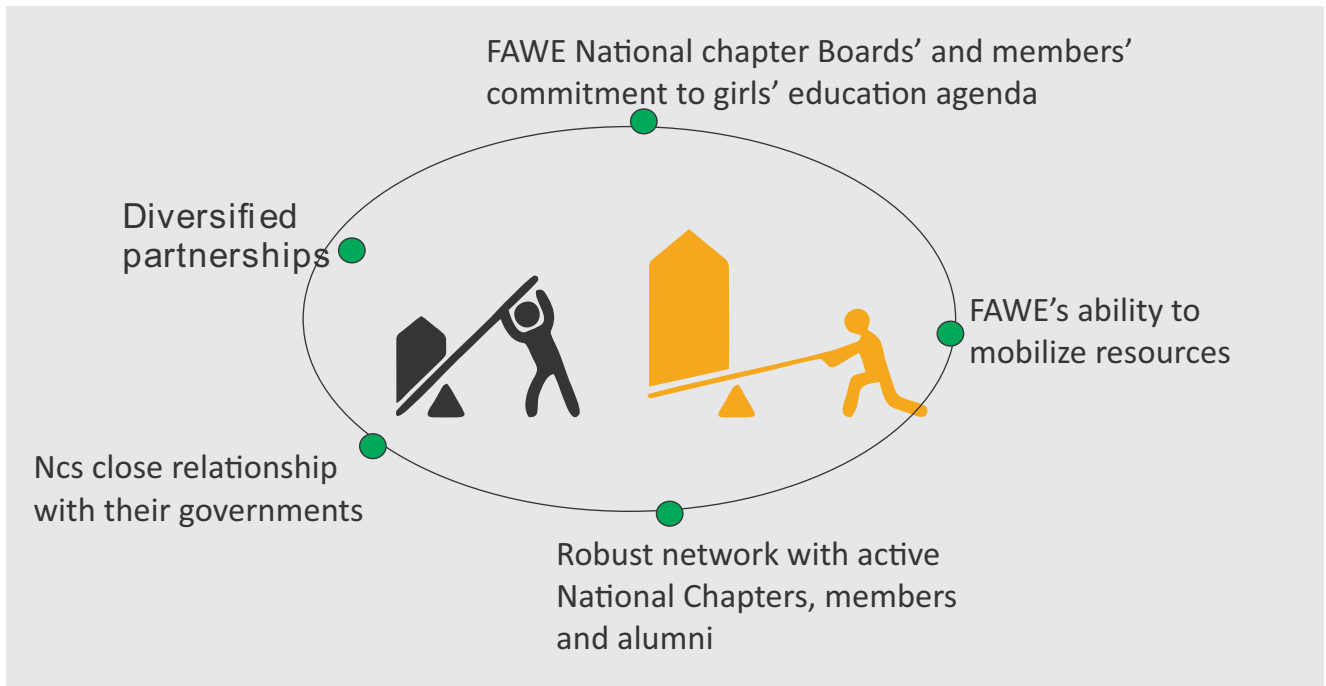
Sustainable  
Development  
Goals (SDG 4 & 5)



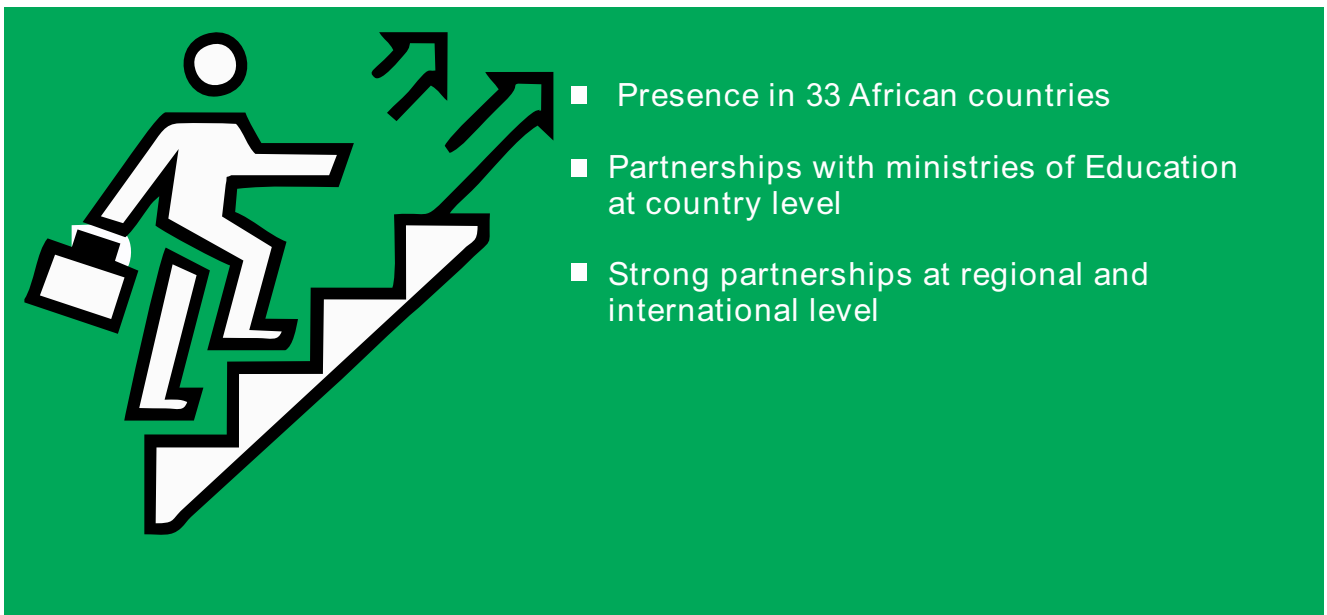
Education Sector  
Plans of many  
African countries



## Strengths of FAWE



## Opportunities of FAWE



# 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

# FAWE Theory of Change

## 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.

## 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.

## 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

## Pathways of change



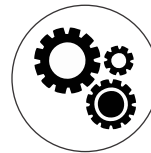
# FAWE Models



Comprehensive  
scholarship  
packages



Gender Responsive  
Pedagogy (GRP)



Science, Technology, Engineering  
and Mathematics (STEM)



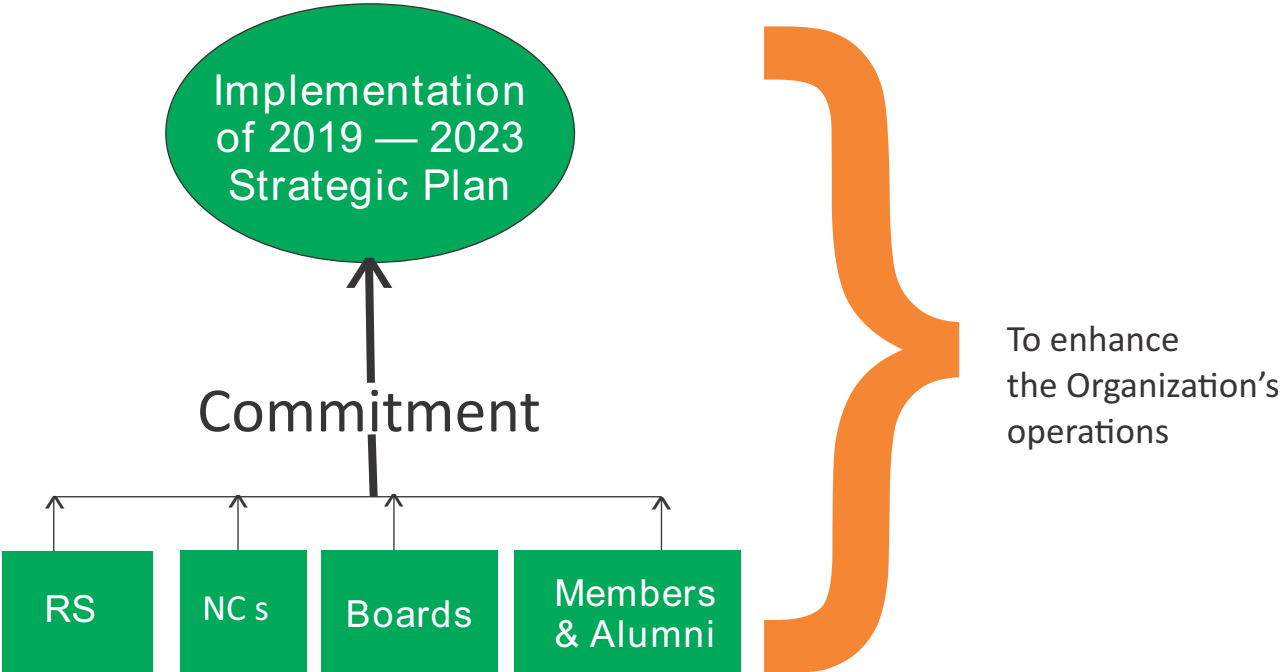
*Tuseme* (Lets us  
speak Out) Youth  
empowerment  
model



Technical Vocational  
Education and Training  
(TVET)



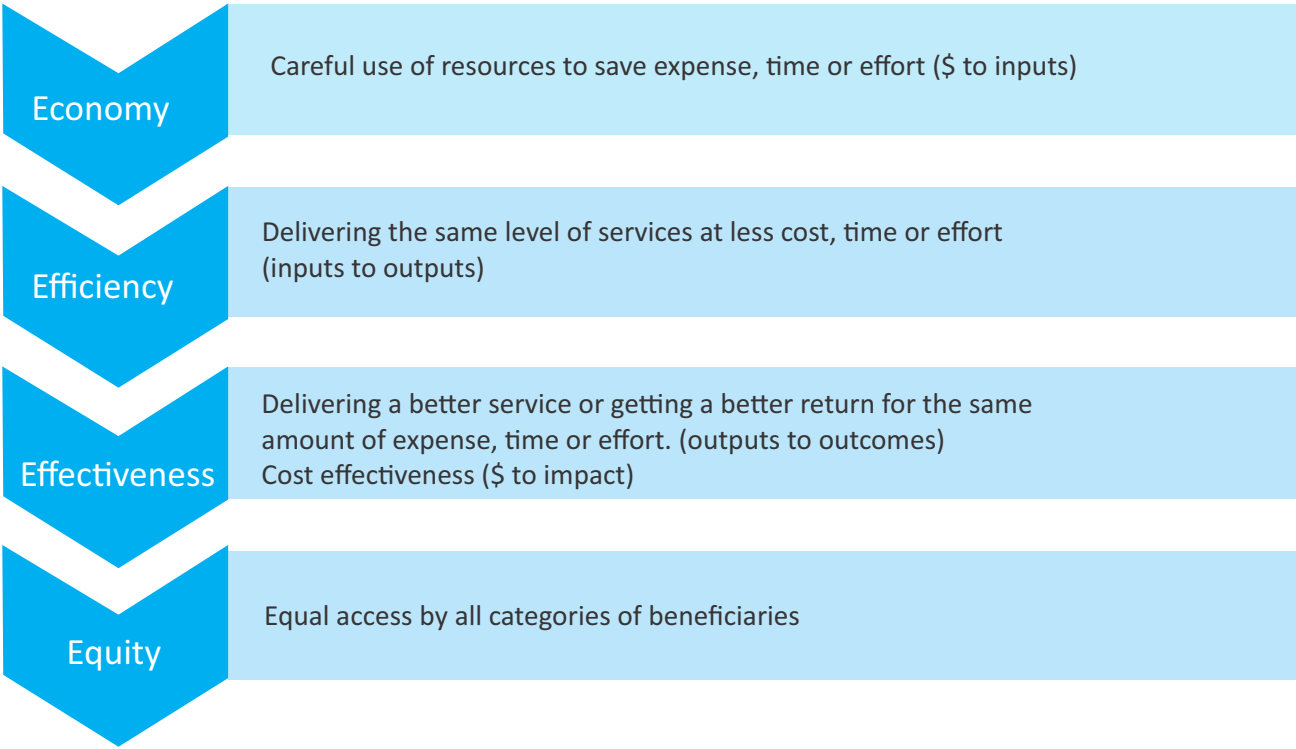
# Organizational implications



The new business model will allow FAWE to diversify her funding base



VFM Policy and Framework for Strategic Plan 2019—2023

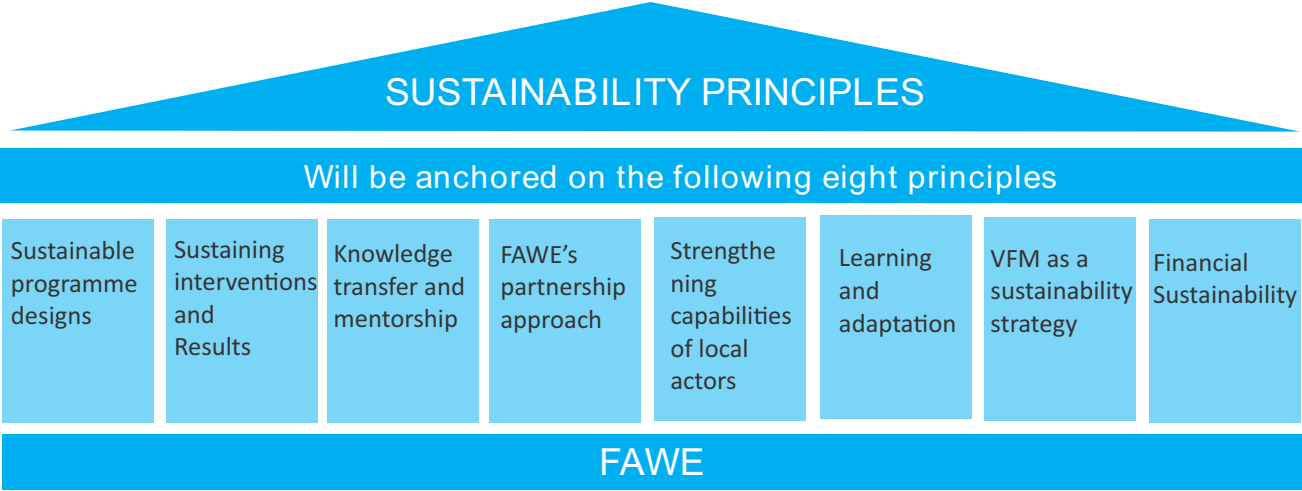


# Implementation cost of FAWE Strategic Plan 2019—2023

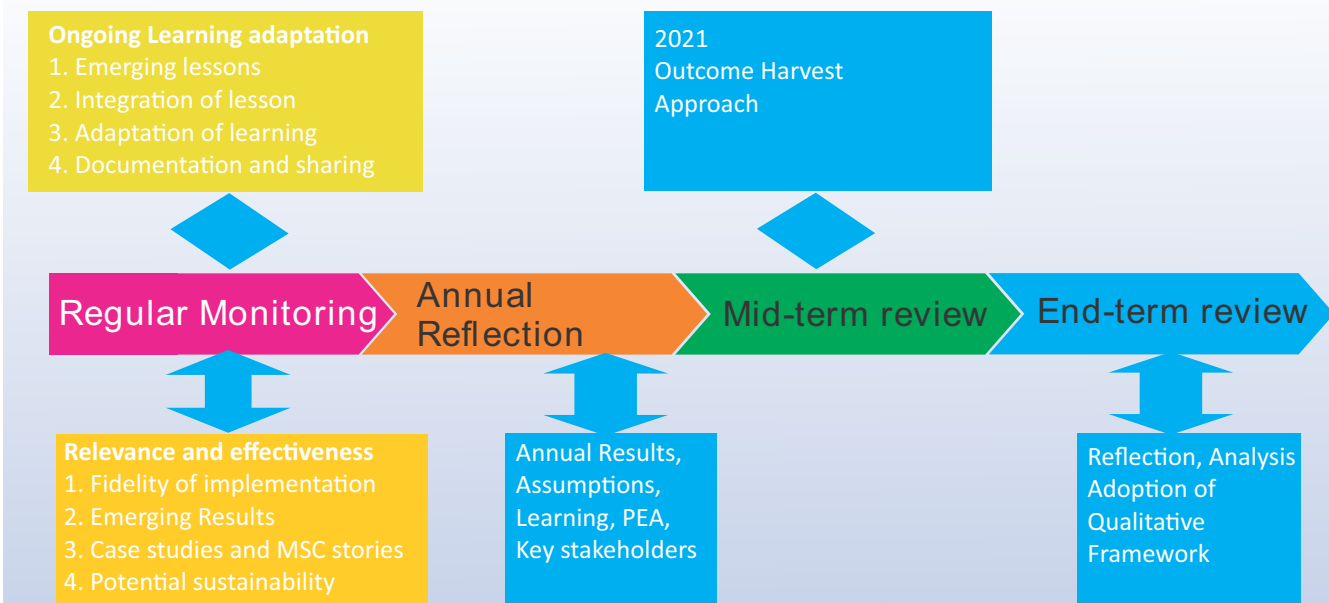
- Total Cost of implementation = USD 30.123M
- FAWE will seek new sources of funding as follows:
- Internal Funding = USD 6.025 M
  - External Funding = USD 24.098 M



## Sustainability Principles of the Strategic Plan



# Monitoring & Evaluation approaches





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