



## STRATEGIC PLAN OF WORK FOR CEF NIGERIA FOR THE PERIOD 2003-2005

### Introduction

In the strategic programme of work earlier submitted we set out the context within which CEF will operate in Nigeria. The context remains the same therefore will not be restated in this strategic plan of work. The focus of our work indicated that work will be carried out in three main strands, namely: **Capacity Building, Advocacy** and **Resource Mobilization** and also identified three levels for programme work, namely: Local Government Area, State and Federal levels, with emphasis placed on supporting the implementation of frameworks at the Local Government Area level – the level responsible for implementing basic education programmes, as well as in ensuring that a strong civil society movement of EFA is built and strengthened at the federal and state levels. This work plan will re-emphasise our area of focus and also outline our strategies for achieving our objective then give a logical frame of work.

Indicative key activities at the various levels as identified are: -

Objective	Activities at various levels		
	Federal/National	State	Local Government
<b>1. To strengthen policy &amp; advocacy capacities of civil society in Nigeria.</b>	<ul style="list-style-type: none"> <li>○ Advocacy to influence current policies and practice on education, creating an enabling environment for the realization of EFA (including legislative advocacy with Senate &amp; House of Reps)</li> <li>○ Institutional support for broad-based civil society organizations and national coalitions esp. those concerned with gender issues.</li> <li>○ Support dissemination of info and sharing best practices.</li> <li>○ Capacity building for CSOs on policy analysis, M&amp;E capacity</li> <li>○ Support data collection, verification and publication</li> </ul>	<ul style="list-style-type: none"> <li>○ Strengthening civil society networking and coalition building.</li> <li>○ Sensitisation and advocacy on the relevance of early child education and girl education.</li> <li>○ Collection and dissemination of valid data for effective planning and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>○ Raising awareness on: CEF goals, community rights, LGA responsibilities</li> <li>○ Support empowerment of community structures (PTAs, School management committees)</li> <li>○ Advocacy on resource allocation, employment of female teachers as role models.</li> <li>○ Capacity building on Budget/Expenditure tracking on education</li> <li>○ Monitoring achievement of goal, targets &amp; accountability.</li> <li>○ Data collection, verification &amp; publication</li> </ul>

Objective	Activities at various levels		
	Federal/National	State	Local Government
<b>2. To support civil society involvement in governance.</b>	<ul style="list-style-type: none"> <li>○ Capacity building for budget and expenditure tracking.</li> <li>○ Production of a reliable database and increased access for the same.</li> <li>○ Support dissemination of info. And sharing best practices.</li> </ul>	<ul style="list-style-type: none"> <li>○ Strengthen civil society networking and coalition building</li> <li>○ Capacity building for CSOs to take a lead role in budget tracking.</li> <li>○ Collection and dissemination of valid data for effective planning and implementation.</li> <li>○ Civil society participation in planning, implementation, monitoring and evaluation of EFA processes.</li> </ul>	<ul style="list-style-type: none"> <li>○ Monitoring for quality: school outcomes, teacher performance, school needs, attendance, and admission by gender.</li> <li>○ Data collection and publication.</li> <li>○ Budget input and tracking.</li> <li>○ Promote Regular annual LGA Education Report</li> <li>○ Advocacy on resource allocation, employment of female teachers as role models.</li> <li>○ Monitoring goals and accountability.</li> <li>○ Advocacy on greater participation of communities in school management</li> </ul>

Objective	Activities at various levels		
	Federal/National	State	Local Government
<b>3. To promote civil society, private sector and government partnership in the provision of EFA.</b>	<ul style="list-style-type: none"> <li>○ Support collaboration and partnership between government and civil society at the national level.</li> <li>○ Engagement with and support to National EFA Forum</li> <li>○ Support dissemination of information and sharing of best practices.</li> <li>○ Promote civil society participation in govt-donor roundtable debates.</li> </ul>	<ul style="list-style-type: none"> <li>○ Sensitisation and advocacy on EFA</li> <li>○ Engagement with and support to State EFA Forum</li> <li>○ Promote networking of civil society, private sector and state governments.</li> </ul>	<ul style="list-style-type: none"> <li>○ Engagement with private sector to mobilise resources and support community education projects.</li> <li>○ Production and dissemination of advocacy materials by civil society.</li> </ul>

## Strategy

To be able to carry out the above stated activities and achieve CEF objectives, in December of 2002 CEF Nigeria publicly called for Expressions of Interest (EOI) in two national dailies and on the Federal Radio of Nigeria. 68 EOIs were received following predetermined criteria the Steering Committee considered and granted approval to 5 civil society organisations whose projects were in line with the objective of the CEF. 10 other organisations were requested to further deepen their proposal stating clearly a work plan and budget for activities. Fallout from the consideration of EOI was a clear need for capacity building for organisations to be able to clearly articulate policy issues and therefore present clear and sharp proposals for consideration.

During this period also the CEF participated in a radio phone in programme feedback received from the programme indicated a lack of understanding of the CEF, MDG and the EFA goals. We reasoned that if people do not understand the issues they can not therefore be expected to engage with such issues. This led to the need for a media strategy that can help to educate citizens on the activities of the CEF. Further more a visit to the Secretariat of the Nigerian Union of Teachers re-emphasised the need for advocacy visits to strategic organisations in order to establish rapport and begin a process of partnership that will eventually lead to resource mobilisation.

As a result the steering committee decided to employ four new strategies to handle the expanded scope of work for CEF. These four strategies include:

1. To promote direct engagement with government by civil society on CEF issues at various levels through **Support to projects**. In this regard grants will be given to organisations that send in proposals which meet the criteria as set out by the steering committee. Work in this area will cover;
  - Strengthening Civil society Capacity to engage
  - Budget tracking
  - Innovative access
2. To enhance the quality of civil society actors to demand and engage through **Capacity Building**: This will involve equipping civil society organisations with such skills as;
  - Policy and advocacy skills

- Budget tracking skills
- Encouraging gender access studies
- Identifying the role of faith based organisations and traditional rulers

This will enable them both to engage and more skilfully conceptualise and articulate engagement. This will also strengthen groups within civil society who have had little engagement with EFA/MDG process or the role of civil society. It will specifically look at the teachers unions, Parents Teachers Association and CSOs already working on education issues.

3. To promote the engagement on **Macro-economic issues**: This strategy will enable the CEF to be proactively involved in initiatives like;

- Developing the National Education for All plans and education sector plans
- Engagement in the PRSP
- Addressing the impact of HIV/AIDS on education

Initiating a clear engagement on macro-level, lobbying for the appropriate funding levels will be difficult. We envisage that CiSCOPE (coalition for poverty eradication) and CSACEFA will carry

4. To Improve **awareness and information dissemination** to a wider public: This strategy will help in building awareness and establishing knowledge for wider engagement in the EFA/MDG targets through:

- Production and dissemination of Newsletter
- Production and dissemination of information leaflet
- Video production
- Advocacy visits
- Support for Global Week of Action

Below is a table of activities indication planned activities along with organisations carrying out the activities.

## ACTIVITY PLAN FOR 2003-2005

		<b>Strengthening civil society</b>	<b>Budget tracking</b>	<b>Innovative access</b>
<b>1.</b>	<b>Improving awareness and information dissemination</b> <ul style="list-style-type: none"> <li>• Newsletter</li> <li>• Information leaflet</li> <li>• Video</li> <li>• Global Week of Action</li> <li>• Advocacy visits</li> </ul>			
<b>2.</b>	<b>Enhancing the quality of civil society actors to engage through capacity building</b> <ul style="list-style-type: none"> <li>• CEF will carry out four training workshops before the end of 2003</li> </ul>	Policy/advocacy	Budget tracking	Gender access Identifying the role of faith based and traditional actors
<b>3.</b>	<b>Promoting direct engagement with government by civil society through support to projects</b>	<ul style="list-style-type: none"> <li>• Civil Society Action Coalition on Education for All (CSACEFA) will carry out projects that will help strengthen the capacity of civil society to engage in policy and advocacy on education issues</li> <li>• The Nigerian Union of Teachers (NUT) will be supported to deepen understanding of EFA/MDG in relation to education as well as supporting greater links between teachers unions and wider civil society</li> <li>• The Parents Teachers Association (PTA) will undertake work to strengthen and focus the role of PTAs</li> </ul>	<ul style="list-style-type: none"> <li>• Community Action for Popular Participation (CAPP) will establish management committees that will monitor government expenditure on education through stakeholders workshops and radio campaign</li> <li>• Shelter Rights Initiative (SRI) will carry out budget advocacy and monitoring activities, research, and documentation and information dissemination.</li> <li>• Centre for African Settlement Studies and Development (CASSAD) will carry out activities that will assure quality education for girls through the adoption of participatory approach in education budgeting and programme</li> </ul>	<ul style="list-style-type: none"> <li>• Health Development Agency (H D A) will set up community based early child care facilities that will enable children especially girls receive some form of early education</li> <li>• Pastoral Resolve (PR) will address issues of improving nomadic education and gender disparity in enrolment through legislative advocacy and workshops</li> <li>• Children's Project (CP) will carry out television programme to highlight challenges in achieving UPE and gender equity</li> <li>• Pastoral Development Initiative (PDI) will form community education committees in 12</li> </ul>

		<p>around governance issues at school level</p> <ul style="list-style-type: none"> <li>• Educational Cooperation Society (ECS) will carry out projects for the promotion of community development committees around rural schools</li> <li>• Development Research and Projects Centre (DRPC) will facilitate the formation of a network comprising 16 of the strongest Kano based CBOs with female members as leaders to advocate for increases in government allocation and expenditure in education and participatory research on girls' education through training and targeted advocacy campaigns</li> </ul>	<p>implementation</p> <ul style="list-style-type: none"> <li>• Project Agape will accelerate the EFA process in Nasarawa State through workshop, media and advocacy visits</li> </ul>	<p>pastoral settlements to engage with the government on nomadic education and girls' education as well as sensitise women on their role in girls' education</p> <ul style="list-style-type: none"> <li>• Health Development Initiative (HDI) will carry out sensitisation through workshops and advocacy visits to the Local Government and other stakeholders on the need for increase in enrolment and influencing legislation</li> <li>• Karatu will carry out training for teachers especially female teachers</li> <li>• Special Needs Project this will focus on activities that will help increase access for the marginalized</li> <li>• Life Vanguard will carry out community mobilisation to enhance access for disabled and AIDS orphans as well as the girl child</li> </ul>
4.	<b>Promoting engagement on macro-economic issues</b>			<p>CiSCOPE will collaborate with CSACEFA on the promotion of UPE and gender equity  HIV/AIDS: We will carry out projects that will cater for AIDS orphans</p>

Below is a logical work frame for carrying out the programme of activities,

### LOGICAL WORK FRAME

	Observable Verifiable Indicators(OVI)	Means of Verification(MOV)	Risk Assumptions
<p><b>Goal</b></p> <p>To enable all Commonwealth children have access to, and complete good quality primary education by 2015</p>	<ul style="list-style-type: none"> <li>• Children especially the poor and marginalized increasingly enrol in and complete good quality primary education</li> <li>• Gender equity in access enhanced</li> </ul>	<ul style="list-style-type: none"> <li>• Government documents</li> <li>• Impact assessment</li> <li>• Oral reports from community</li> </ul>	
<p><b>Purpose</b></p> <p>To strengthen civil society to engage with government on policy issues</p>	<ul style="list-style-type: none"> <li>• Increased civil society participation in National EFA plan</li> <li>• Increased participation in UBE, NEPAD, PRSP and other government initiatives</li> <li>• More forum/ mechanism for civil society, government and other stakeholder engagement established</li> <li>• Improvement on the level of input from community into educational planning, projects and development</li> </ul>	<ul style="list-style-type: none"> <li>• PM&amp;E reports</li> <li>• Government documents</li> <li>• Oral reports from the community</li> <li>• News paper publication</li> </ul>	<ul style="list-style-type: none"> <li>○ That the policy environment will remain supportive and favourable during the strategy period.</li> <li>○ That federal government and civil society commitment to the vision of EFA is strengthened.</li> <li>○ That federal government and civil society continue the partnership in planning, resource mobilization and implementation of the EFA goals beyond the CEF initiative.</li> </ul>

<p><b>Output</b></p> <p>1 To increase competences and capacity of CSOs to engage in policy and advocacy on EFA and MDG issues</p> <p>2 To support civil society engaging in policy/ advocacy work generally and in the area of governance and innovative access</p> <p>3 To support civil society engaging in broad macro-economic and education sector planning process</p> <p>4 To support increased awareness and advocacy on EFA/MDG/CEF</p>	<ul style="list-style-type: none"> <li>• Increased numbers of CSOs engaging in EFA policy issues</li> <li>• Increased number of CSOs engaging in policy/advocacy work on governance and innovative access</li> <li>• Increased engagement by CSOs in the macro-economic planning process</li> <li>• Increased awareness on EFA/MDG/CEF</li> </ul>	<p>PM&amp;E reports Training and capacity building reports</p> <ul style="list-style-type: none"> <li>• Training and capacity building reports</li> <li>• PM&amp;E reports</li> <li>• Impact assessment report</li> <li>• Government documents</li> <li>• News paper reports</li> <li>• Newspaper reports</li> <li>• Impact assessment</li> </ul>	<p>Government and civil society can work together on education issues</p> <ul style="list-style-type: none"> <li>○ CSOs can attract and retain quality staff to maintain effectiveness</li> <li>○ There will be favourable macro- economic climate</li> <li>○ There will be enough recourses to carry out awareness campaign</li> </ul>
<p><b>Activities</b></p>	<p><b>Means</b></p>	<p><b>Cost</b></p>	
<p>1.1 Carry out advocacy work on gender equity in access and universal primary education</p> <p>1.2 Training and capacity building events on policy/ advocacy</p> <p>1.3 Training and capacity building on budget tracking</p> <p>2.1 Support projects working on budget tracking</p> <p>2.2 Support work on innovative</p>	<ul style="list-style-type: none"> <li>• Expertise in EFA issues</li> <li>• Skills in policy and advocacy</li> <li>• Skills in budget tracking</li> <li>• Expertise on EFA issues</li> <li>• Ability to work with</li> </ul>		

access	coalitions and networks		
2.3 Support to the education CSO network	<ul style="list-style-type: none"> <li>• Training and capacity building skills</li> </ul>		
3.1 Training and capacity building	<ul style="list-style-type: none"> <li>• Ability to work with networks and coalitions</li> </ul>		
3.2 Support to CSACEFA and CiSCOPE on engaging with National EFA Plan and with PSRP	<ul style="list-style-type: none"> <li>• Expertise on EFA and PRSP</li> </ul>		
3.3 Support for engagement in NEPAD	<ul style="list-style-type: none"> <li>• A clear understanding of NEPAD</li> </ul>		
4.1 Support for the Global Week of Action	<ul style="list-style-type: none"> <li>• Adequate information on the GWA and resources</li> </ul>		
4.2 Support for engagement with civil society, government and the media for information dissemination on EFA/MDG/CEF	<ul style="list-style-type: none"> <li>• Expertise on media relations</li> </ul>		
4.3 CEF advocacy visits	Adequate information on the CEF		
Input/Resources	As per the prepared budget		

## **The Governance Structure**

In order to manage the CEF process a nine member gender balanced multidisciplinary steering committee was constituted comprise the following:

- The lead agencies (ActionAid, Oxfam ) (2)
- Government (EFA Coordinator and UBE) (2)
- Private Sector (1)
- Legislature (1)
- Civil society (2)
- Media (1)

The Chair is jointly agreed on rotational basis. This committee meets at least once every three months and is obliged to conduct its business as transparently as possible.

## **Terms of Reference**

The following are envisaged as the key roles of the Steering Committee:

1. To agree an overall SPW, with input and consultation from relevant stakeholders which is in line with the purpose, aims and objectives of the CEF;
2. To consider and approve actions and activities from a range of stakeholders which seek to contribute to the achievement of the SPW
3. Provide oversight function and to monitor progress of activities
4. To bid for additional resources to meet the existing gap or expanded SPW in Nigeria
5. To carry out advocacy visits which support high level political connection to the CEF and its objectives
6. To publicly call for, receive, assess and approve proposals
7. Oversight of funds disbursement and monitoring and evaluating of the funds and its effectiveness

## **Monitoring and Evaluation**

Monitoring and evaluation will be an integral part of the implementation of this SPW. Participatory monitoring and evaluation through annual reviews and reflection processes and impact assessments will be the main forms of monitoring and evaluation. Strategic planning and stakeholder review workshops will be held regularly to evaluate the progress and to consider revision of the plan to meet new

and emerging demands. The primary purpose of monitoring and evaluation will be to enhance learning and sharing about our work together with our partners.

The indicators developed during these planning sessions and other critical success indicators will guide and influence organizational decision-making and implementation management. The Management Information System (MIS) will be important in monitoring performance and supporting decision-making.

The financial management system will also facilitate the monitoring of cost effectiveness of programmes and other activities. Regular management and programme reports providing summaries on status, baseline information and performance (i.e. quantity, quality and effectiveness of activities implemented) would also be another important process of monitoring and evaluation.

### **The Budget**

In establishing the priorities to be supported by the CEF, reference is made to the core criteria of CEF however to be able to achieve CEF objective people must be well informed about what CEF, MDG and the EFA goals are. This realisation has led to the need for the expanded scope of work earlier referred to in this write up. Funds will therefore be allocated to cover the various categories as follows:

#### **1) Promoting direct engagement through support to civil society:**

- a) Strengthen civil society participation in design and implementation of national and local education plans especially through support for broad based national alliances and coalitions
- b) Enable local communities to monitor spending on education both at Federal, State and local levels; and
- c) To support innovative ways for communities to ensure that all children are able to access quality education within a framework of national plans.

#### **2) Enhancing quality of civil society through capacity building :** We intend to carry out four training workshops to cover;

- a) Policy / advocacy
- b) Budget tracking
- c) Gender access
- d) Role of actors like faith based and traditional rulers.

#### **3) Promoting engagement on Macro-economic issues**

- a) Work with CiSCOPE
- b) Effects of HIV/AIDS on education
- c) Engage with government initiatives

**4) Improving awareness and information dissemination**

- a) Newsletter
- b) Information newsletter
- c) Video
- d) Global Week of Action
- e) Advocacy visits

**5) Non-personnel cost**

**6) Personnel cost**

**7) Administration charge**

Budget priorities have been established based on the above priorities as follows:

categories	Amount in pound for 2003	Amount in pound for 2004	Total	Percentage
1. support to civil society	212,400	269,075	481,475	68
2. capacity building	30,000	20,000	50,000	7
3. Macro-economic issues	20,000	25,000	45,000	6
4. awareness and information dissemination	4,500	6,500	11,000	2
5. non-personnel cost	14,500	13,250	27,750	4
6. personnel cost	9,500	10,500	20,000	3
7. Admin	32,322	38,258	70,580	10
Total	323,222	382,583	705,805	100

A break down of funds shows that £587,475 representing 83% of a total of £705,805 is the amount budgeted as direct programme cost for two years. We expect to put in a bid for additional funds to cover year three given that Nigeria is a large country with diverse culture and to be able to have a far spread in terms of reach a lot of resources are needed. We attach a copy of our budget to cover the next two years (2003 and 2004).