Ministerial Advisory Committee on a mass literacy campaign for South Africa

Rolling work programme for financial year 2007/2008

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Introduction

This Rolling work programme for the financial year 2007/2008 is part of the operational plan for a mass literacy campaign to reach 4.7 million adult illiterates and enable them to achieve basic literacy and numeracy. The overall plan is to set up the campaign during 2007, to run it intensively during the years 2008 to 2010 and to scale it down during the years 2011 and 2012, at the end of which year the campaign will officially finish.

The Rolling work programme seeks to detail and specify all work that needs to be done in 2007 and the first three months of 2008 to ensure that the literacy campaign proposed in the Ministerial Committee on Literacy's **Final Report: A plan for a national campaign** accepted by the Cabinet on 23 November 2006 is established and starts operating effectively.

The Cabinet statement of 23 November 2006

The meeting approved a strategy to implement a national literacy campaign. Illiteracy is hampering our people's ability to enjoy the full benefits of the country's democracy and economic successes. This campaign will target 4,7 million South Africans who were denied access to education and training under apartheid. It will target youth, women and adults with special learning needs. Measures will be taken to align its objectives with those of other government programmes such as Accelerated and Shared Growth Initiative for South Africa (AsgiSA), Extended Public Works Programme (EPWP) and the National Skills Development Plan.

The Minister of Education will submit a detailed implementation plan to Cabinet in the new year. The plan will address issues such as the scarcity of literature in African languages, mobilisation of society, the use of electronic media, the role of civil society and the contribution that could be made by retired professionals such as principals, teachers, nurses, and magistrates. An Inter-Ministerial Committee will be established consisting of the following Ministers: Education, Defence, Correctional Services, Safety and Security, Arts and Culture, Trade and Industry, Science and Technology, and The Presidency. The campaign will kick off in 2008 with 1,2 million learners at an estimated total cost of R6,1 billion over a five-year period.

The Operational Plan

This detailed plan has been structured to achieve two goals, firstly to provide an overview of the plan and all its components so that decision makers can gain a real sense of its size, scope and complexity, and secondly, to provide all the requisite details on all the necessary objectives that will have to be reached, resources procured, tasks undertaken, personnel recruited and deployed and indicators of success monitored and examined. It is presented in the following parts:

Action Plan Summary

This action schedule summarises the whole Operational Plan

Overview

This presents a clear picture of the Operational Plan as a whole.

Macro Plan

This outlines the major components of the Operational Plan and indicates the links to the associated Micro Plan elements relating to that component. It includes appendices and detailed budget spreadsheets. .

Micro Plans

These detailed task lists are placed in blocks within the Macro Plan and are linked to each component and are derived from portions of a detailed campaign Gantt chart (which must obviously remain an interactive work in progress as the Operational Plan is unfolded and implemented)

Purpose of the Rolling work programme

The Rolling work programme for the financial year April 2007 to end of March 2008 is designed to outline and summarise the aims, objectives, activities and expected outcomes for this crucial gear up and launch period of the campaign. It provides a time sequenced analysis of key activities that will have to be undertaken for the campaign to be set up and capacitated to launch in early 2008 on the scale that would enable over a million adult learners to be reached in 2008

For more detailed information on the plan for the campaign as a whole and for this period the Operational Plan should be consulted.

The Rolling work programme for 2007/2008

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
Overall aim	To start the campaign through an effective operational gear-up process that enables a successful launch to take place in early 2008.	Campaign infrastructure and personnel in place First enrolment of learners in classes	Reports and monitoring data Empirical observation	Resources, key set-up personnel and national commitment all available Major risk to whole campaign is inadequate gear up and launch

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
Objectives	Set up the Inter-ministerial Literacy Committee, the Provincial Literacy Committees, the National Literacy Secretariat (and its various sub-committees, and the Provincial Secretariats, the District Literacy Coordination Units	All committees and secretariats operational	Reports and monitoring data Empirical observation	Financial resources are available for an adequate organisational infrastructure to be set up Personnel are available to be recruited Time is sufficient for the gear-up to take place
	Appoint key staff to all these structures	Staff are in posts	Personnel records	Personnel are available to be recruited
	Develop the infrastructure and coordination	Physical and ICT infrastructure in place and operational	Records and data	Finance and time are sufficient
	Develop materials and produced sufficient for the first enrolment	Materials are designed Sufficient copies ready and distributed for launch	Reports and monitoring data Empirical observation	Materials development expertise is available
	Mobilize and recruit volunteers, learners and find venues	Volunteer educators in posts Learners are in classes at venues	Reports, personnel records and monitoring data	Resources, mass media support, government and civil society support and commitment are all available

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Train educators	Training programme operational	Reports and monitoring data	Personnel available
	Gain sufficient resources to achieve the above	Funding sufficient to achieve objectives is obtained and used effectively	Financial reports Audited accounts	Government and other funder commitment Sympathetic Treasury
Results/ outputs	The campaign is geared up and highly visible	All campaign organisational structures are operational	Reports, monitoring data, media reports	Media is interested in campaign
	All key staff and volunteers are operating	Personnel are in posts and being paid salaries and stipends	Reports	Effective management of campaign startup
	Training of educators has and is taking place	Training of educators has and is happening (no educator start a class without some training	Reports and monitoring data	Personnel available
	Learners of all South African languages in the targeted numbers are in classes all over the country	Learners are in class and using materials and appear to be learning	Reports, monitoring and research data, materials distribution records, preliminary assessment data	Coordination, reporting, monitoring and research systems all function well Learner drop out is less than 20%

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
Activities	**Initial Gear-up team initiates various advocacy and support activities:**			Personnel available and empowered and resources timeously available
	• Initial Gear-up team constituted and operating	Gear-up team appointed	Appointments	Personnel available
	• Develop documentation and archive policy	Documentation properly produced, stored and archived	Archives available for inspection	Resources available
	• Make agreements with GCIS on certain support issues	Agreements in place on General advocacy support; Adverts, Television and radio support; publications, media; youth support	Agreements available for inspection Reports on agreement implementation	GCIS commitment
	• Printed materials produced and presentations made on key elements of campaign	Reports printed, database of recipients created, distributed, placed on websites Presentations, workshops and press conferences made to key stakeholders and media	Reports available Media reports on presentations, etc.	Resources available

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	• Setup manuals and operational plans produced	Manuals prepared, printed, distributed and used	Manuals and plans available Monitoring and evaluation reports	Resources available
	• Database on Frequently Asked Questions and Answers prepared and updated	Database prepared, placed on website, updated and used	Database accessible on website	Resources available
	• Submissions on campaign plans collected and analysed	Report on submissions compiled	Report available	Personnel available
	• Campaign named and branded	Name, logos, websites, songs and publicity materials produced and registered	Campaign material monitored	Resources available

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Inter-ministerial Literacy Committee National Literacy Secretariat (NLS) Provincial Literacy Secretariats (PLSs) District Literacy Coordination Units (DLCUs) set up so that effective organisational structure can run campaign and operate successfully, dealing with • **Governance and accountability** • **Staffing** • **Coordination** • **Communication** • **Logistics** • **Risk Management**			Resources and personnel available
	Study made of subsidiary entities in DTI and DoC such as SEDA, Khula and the PNC on ISAD	Report written	Report	

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Inter-ministerial Literacy Committee set up and meets and reports regularly	Committee constituted and set up	Minutes and reports	Commitments from participating ministries
	Provincial literacy committees set up	Committees established	Reports	Provincial commitment
	National Literacy Secretariat set up and operates	Secretariat objectives defined Secretariat set up and staffed Secretariat committees set up	Reports (quarterly and annual) Accounts Monitoring	Resources and personnel available
	Provincial Literacy Secretariats set up and start operating	Secretariat objectives defined Secretariat set up and staffed	Reports (quarterly and annual) Accounts Monitoring	Resources available in time
	District Literacy Coordination Units established, equipped and staffed	Sufficient number of District Literacy Coordination Units set up	Reports Accounts Monitoring	Resources available in time

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Staff and volunteer recruitment system set up and operational	Staff recruited and employed Ongoing recruitment undertaken	Staff lists Payroll lists Reports Monitoring	Resources available in time
	Training system for all staff and volunteers designed and set up and initial training of all staff completed	Trainers at all levels employed and deployed Training materials produced Training events run	Reports Monitoring	Resources and personnel available
	Intra-campaign co-ordination and inter-ministry and inter-provincial liaison initiated	Set up of coordiagn mechanisms and processes and equipment Liaison with provincial stakeholders undertaken	Reports Accounts Asset registers	Personnel and commitment
	Possible participating partners in the provinces identified and mobilized	MOAs	Signed MOAs Reports	Personnel and commitment
	Strategic planning process set up and implement	Operational Plan for 2007 refined Strategic plans for 2007/2008; 2008/2009; 2009/2010 drafted	Plans Plans evaluated	Personnel available

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Develop learner targeting and registration systems	Learner targeting and registration systems designed and field tested First registration of learners planned Notification of registration window planned Plan to inform late applicants of second registration designed Plan for second registration of learners designed Re-registration procedures designed	Reports Databases Signed MOUs and MOAs Monitoring	Resources and personnel available Support from partners and collaborators
	Venues acquisition programme designed and operational	MOU processes for venue providers designed MOU templates for company sites designed		Personnel available in time State and Civil society commitment

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	General communication and publicity to facilitate recruitment of volunteers, enrolment of learners and accountability to public achieved.	Agreements made with GCIS Hardware and software procured and operational Technical support procured Web sites created	Agreements Assets registers Reports Monitoring	Resources available
	Launch prepared	Launch preparations	Documents Agreements Reports MOAs	Personnel and resources available
	Logistics preparations made for packaging and distribution of material and equipment to staff, volunteers and learners throughout the country	Agreements made with logistics providers Initial deliveries made	Agreements/contracts Delivery receipts Monitoring	Budget allocations available
	Risk management processes instituted	Specialised staff employed Initial risk analysis conducted Supervisors, coordinators and monitors trained in handling conflict and fraud situations	Reports Monitoring	Personnel available

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Set up of processes for overall delivery of curriculum undertaken with development of materials, educator training and staff support	Staff and plans in place for educational delivery	Reports Monitoring	Resources and personnel Educational and materials design expertise available
	• Materials development committee set up and materials developers commissioned to develop learner, staff and volunteer learning and training materials both print and electronic (audio-visual)	All print and electronic materials commissioned, designed, digitised, tested, and produced in all official languages and for the disabled in time for distribution in early 2008	Materials Reports on initial evaluation of materials	Resources and personnel Educational and materials design expertise available
	• Liaison with SABC for TV and Radio support	SABC flights appropriate informational, teaching and training radio and television programmes	Media productions	Support from SABC Resources

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	• Encouragement of development of literacy environment with all campaign structures engaging with all sectors for literacy environment support	SABC flights appropriate informational, teaching and training radio and television programmes Mass media carry informational, teaching and training radio and television programmes	Media reports	State and civil society support
	• Training of volunteer tutors and their coordinators and supervisors undertaken	Training staff appointed at national and provincial level Training programme designed Training materials produced Training workshops completed for core staff and first cohort of volunteers	Reports Monitoring reports Research reports	Personnel and finance available
	• Various support activities undertaken	Educational staff support documements	Training documents	Personnel

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Set up of monitoring , evaluation and research programme	Research and monitoring structures and staff in place	Reports	Resources and personnel available Commitment of higher education institutions
	• Research liaison with universities and research bodies	Meetings and workshops undertaken MOUs and MOAs	Reports Signed MOUs and MOAs	Resources and personnel available Commitment of higher education institutions
	• Research committees set up at national and provincial levels and research staff appointed	Committees set up Research staff appointed Research programme designed	Minutes and research programme reports Research programme document	Resources and personnel available
	• Commissioning and initiation of research studies on all aspects of campaign including long term impact	Research studies plans made and commissioned Research teams of campaign research staff and higher education associates constructed	Research contracts and commissions	Resources and personnel available Commitment of higher education institutions
	• Liaison with benchmarking authorities undertaken	Benchmarking criteria and instruments for campaign approved	Benchmarking documents and agreements	Resources and personnel available UNESCO support

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	• Monitors recruited and trained to ensure quality control of all campaign activities and accountability to public	Monitors receive initial training and skills development in effective communication and analysis of data Initial data and reports from monitors received, analysed and used	Research and monitoring reports Monitoring reports Evaluation of quality of monitoring data	Resources and personnel available
	• Formative and summative evaluations of all aspects of the campaign planned	Formative and summative evaluation briefs prepared Required evaluation data sources identified		Resources and personnel available Commitment from higher education research partners
	• Existing monitoring instruments examined for adaptation	Monitoring instruments examined Monitoring instruments adapted	Reports	Agreement from owners of existing instruments

	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
	Set up and maintenance of all financial systems and control mechanisms	Core finance staff appointed Financial systems set up and operational	Financial reports Accounts Auditor report	Resources and personnel available
	• Detailed budgets for all years of campaign drafted	Draft budgets produced	Budgets	Personnel available
	• Finance received budgeted and allocated	Final budget for 2007/2008 produced Finances allocated to budget cost centres	Budget Financial reports Accounts	Treasury and Ministry of Education support Finance personnel available
	• Ongoing financial management, control and reporting	Financial reporting accurate, audited and timeous	Financial reports Accounts Auditor report	Finance personnel available
	Adequate allocation for financial year 2007/2008 obtained	Allocation(s) obtained	Financial reports	Treasury and Ministry of Education support Donor support