

Ministerial Advisory Committee on a mass literacy campaign for South Africa

A Strategic Plan for a mass literacy campaign 2007–2012

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Prepared by the Ministerial Advisory Committee on a mass literacy campaign for South Africa

Department of Education
Sol Plaatje House
123 Schoeman Street
Pretoria
0001

Telephone: +27 (0) 12 312 5911/5244
Facsimile: +27 (0) 12 312 6700

Members of the Ministerial Advisory Committee on a mass literacy campaign for South Africa

Dr Cassius Lubisi (Chairperson and HEDCOM representative)

Professor John Aitchison (University of KwaZulu-Natal Centre for Adult Education)

Professor Veronica McKay (University of South Africa ABET Institute)

Mr Rodwyn Grewan (Digital Partnership and Bridges to the Future Initiative – South Africa Partner)

Mr Gordon Naidoo (Open Learning Systems Educational Trust)

Dr Obert Maguvhe (Disability Sector Representative)

Mr Bhekisisa Martin Ngcobo (National Youth Commission)

Ms Leonie du Plessis (NGO Representative Project Literacy)

Contents

Introduction.....	1
Phase 1 (2007): Organisational set-up, materials development and campaign announcements.....	3
Phase 2 (2008 – 2010): Intensive implementation to reach 3.22 million learners.....	8
Phase 3 (2011 – 2012): Completion and scaling down period of campaign reaching 1.48 million learners.	14
Campaign budget estimates.	20
Other operational plan documents.....	21

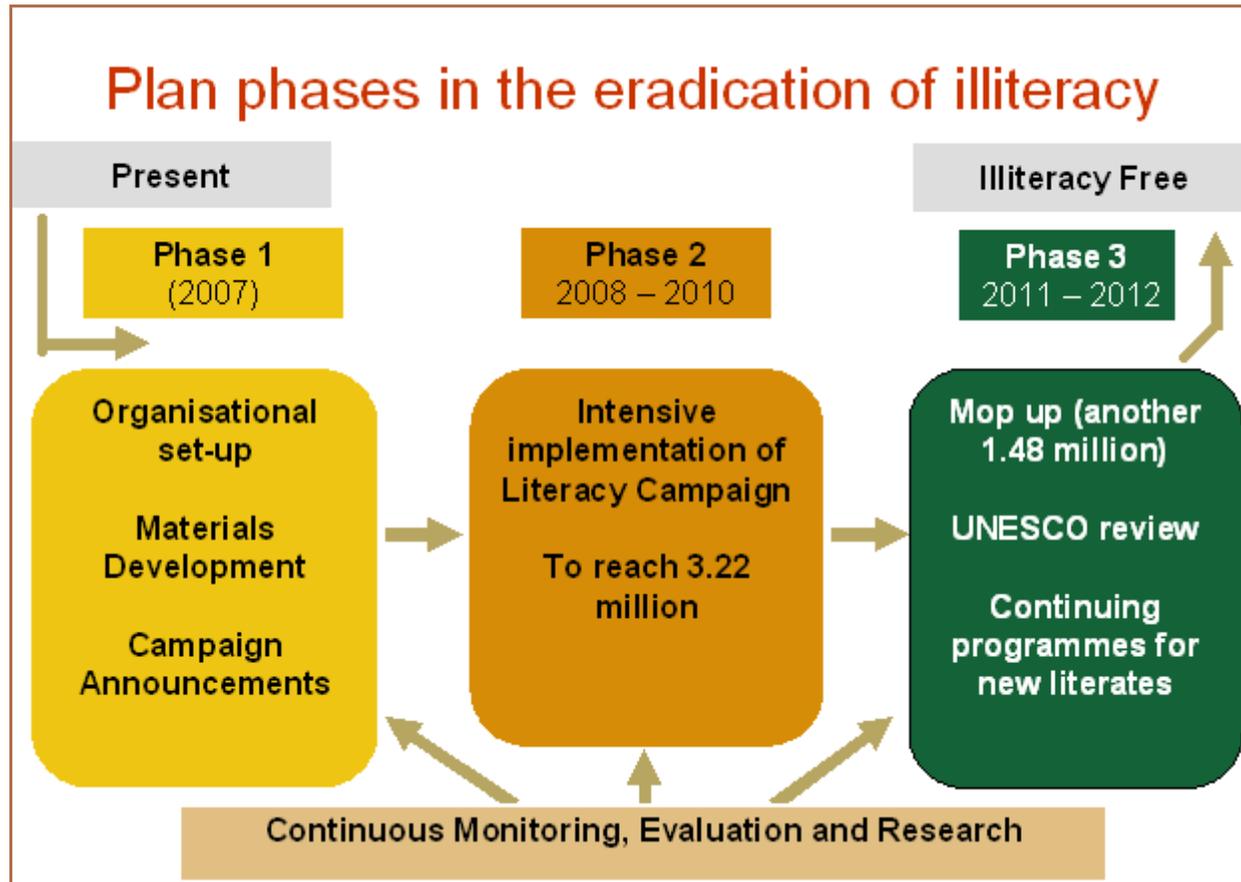
Introduction

This document provides a summary of the *Operational Plan 2007 to 2012* for a mass literacy campaign to reach 4.7 million adult illiterates and enable them to achieve basic literacy and numeracy. The 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 full Operational Plan document seeks to detail and specify all the campaign elements outlined in the Ministerial committee on literacy's *final report: a plan for a national campaign* accepted by the cabinet on 23 November 2006 (a summary of this report, *Plan for a Mass Literacy Campaign for South Africa*, accompanies this document.

Three phases of the plan

The plan anticipates three phases of operation, captured in this diagram:



2 Introduction

Phase 1 (2007): Organisational set-up, materials development and campaign announcements

Phase 1	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
Objectives	Set up the Inter-ministerial Literacy Committee, the Provincial Literacy Committees, the National Literacy Secretariat (and its sub-committees), 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 and time is sufficient for the gear-up
	Appoint key staff to all structures to develop the infrastructure and coordination processes	Staff are in posts and physical and ICT infrastructure in place and operational	Personnel records Records and data	Personnel are available to be recruited Finance and time are sufficient
	Develop materials (including for the disabled and produce 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	Reports, personnel records and monitoring data	Resources, mass media, government and civil society commitment
	Train educators	Training programme run	Reports, monitoring data	Personnel available
	Gain sufficient resources to achieve gear up and launch	Funding obtained and used	Financial reports Audited accounts	Government, Treasury and other funder commitment

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 less than 20%
Activities	Initial Gear-up team initiates various advocacy and support activities:	Gear-up team appointed Advocacy and setup publications, manuals and presentations prepared, printed and distributed Campaign is named and branded	Appointments Printed documents Logos Website	Personnel available and empowered and resources timeously 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

4 Introduction

	<p>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</p> <ul style="list-style-type: none"> • Governance and accountability • Staffing • Coordination • Communication • Logistics • Risk Management 	Committees, secretariats, and units constituted, briefs determined, and set up with adequate resources, equipment.	Minutes and reports Accounts Monitoring	Resources and personnel available
	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, inter-provincial and civil society partners liaison initiated	Set up of coordination mechanisms and processes and equipment Liaison with provincial stakeholders undertaken MOAs	Reports Accounts Asset registers Signed MOAs	Personnel and commitment
	Strategic planning process for Phases 2 and 3 of campaign set up and implemented	Operational Plan for 2007 refined Strategic plans for 2007/2008; 2008/2009; 2009/2010 drafted	Plans Plans evaluated	Personnel available

	Develop learner targeting, mobilization and registration systems and implement them	Learner targeting and registration systems designed, equipped and field tested Venues acquisition programme designed and operational 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 Assets registers Public launch(es)	Resources and personnel available Support from partners and collaborators State and Civil society commitment Budget allocations available
	Logistics and risk management preparations undertaken	Agreements made with logistics providers Initial deliveries made Specialised risk management staff employed	Agreements/contracts Delivery receipts Monitoring	Personnel available

6 Introduction

	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 All print and electronic materials commissioned, designed, digitised, tested, and produced in all official languages and for the disabled. SABC flights appropriate informational and teaching. Training staff appointed and training programme designed, produced and completed for core staff and volunteers	Reports Research reports Materials Reports on initial evaluation of materials Monitoring Media productions	Resources and personnel Educational and materials design expertise available Support from SABC Resources
	Encouragement of development of literacy environment with all campaign structures engaging with all sectors for support	Mass media carry informational, teaching and training radio and television programmes	Media reports	State and civil society support
	Set up of monitoring , evaluation and research programme	Research and monitoring structures and staff in place Liaison with benchmarking authorities undertaken	Reports Signed MOUs and MOAs with HEIs Benchmarking documents and agreements	Resources and personnel available Commitment of higher education institutions UNESCO support
	Set up and maintenance of all financial systems and control mechanisms	Core finance staff appointed Financial systems set up and operational Detailed budgets for all years prepared Finance received and allocated Finances allocated to budget cost centres	Financial reports Accounts Auditor report Budget Financial reports Accounts	Resources and personnel available Treasury and Ministry of Education support Donor support

Phase 2 (2008-2010): Intensive implementation to reach 3.22 million learners

The key steps/components within the intensive implementation of Phase 2 include:

Step	Details	Agents
1	Effective launch mobilisation and registrations of learners (two annual registrations a year)	All operational structures and campaign partners
2	Education staff and volunteers are recruited, trained and orientated before each registration	All operational structures Trainers
3	Delivery of materials, instruction and assessment	Educational staff Logistics component
4	Ongoing financial resourcing and management of the campaign	Staff in secretariats and literacy coordination units
5	General administrative and coordination activities supporting the campaign	Staff in secretariats and literacy coordination units
6	Monitoring and reporting on all activities	Secretariats and research staff
7	Evaluation and research activities on the campaign	Monitoring, evaluation and research staff
8	Reporting to the governance structures of the campaign and through them to government and the public	National Literacy Secretariat Inter-Ministerial Literacy Committee

8 Phase 2 (2008 – 2010)

Phase 2	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
Overall aim	To launch and run the intensive phase of the campaign. By the end of Phase 2 the all the campaign operational structures and personnel will have delivered literacy instruction to 3.22 million adult learners during the years 2008 (launch year), 2008 and 2010 and this learning will have been assessed, evaluated and reported on.	Campaign is operational with structures in place and learners in literacy groups using campaign materials	Reports Statistics Monitoring observations Evaluations	Enabling political and social will and the availability of resources and personnel
Objectives	Effective governance and coordination by 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)	Effective intra campaign co-ordination and inter-ministry and inter-provincial liaison is achieved Sufficient staff work in the campaign structures using the infrastructure already set up and they act in a coordinated way Ample publicity and support for the campaign is generated and sustained	Reports from all structures Minutes Statistics Accounts Audited reports Monitoring and evaluation reports	Personnel and resources available
	General communication and publicity to facilitate recruitment of volunteers, enrolment of learners and accountability to public achieved.	Visible publicity and high media profile for campaign High profiled launch	Media reports Media comment	Successful launch and operation of campaign
	Volunteers are mobilized, recruited, trained and orientated and deliver instruction at all the class venues	Volunteers recruited and deployed	Statistics Personnel files Accounts Monitoring reports	

	The required learning and training materials, including those for the disabled, are produced, distributed and used in each registration during these years	Materials produced Materials distributed	Reports Monitoring reports	Resources available
	Adequate financial resources are available for the entire period	Allocations received	Budgets Accounts	Commitment from state and other funders
	An effective monitoring system is run and research undertaken	Monitors report on all aspects of the campaign	Monitors' reports Statistics	
	Formative evaluations of all aspects of the campaign are undertaken and appropriate action taken	Evaluations of organisation, materials, training and instruction	Evaluation reports Minutes	
	Effective financial systems are operational and control is maintained	Finance system functioning	Accounts Payrolls Monitoring reports	
Results/ outputs	Adult learners of all South African languages in the targeted numbers are in classes all over the country and the drop out is less than 20%	The educational component of the campaign will deliver to learners and learning outcomes will be achieved on a suitable scale	Reports Statistics Research and monitoring reports	
	Learners using effective materials and assessment results show them to be learning	Assessment results Materials produced and used	Assessment data and records Monitoring and evaluation reports Benchmark testing results	Training of educators has been effective
	Reports, monitoring and research data, materials distribution records, and preliminary assessment data are timeously available and accurate	Data collection reporting system operational	Statistics Reports Databases	
	Governance, coordination, reporting, monitoring and research systems all function well.	Reports from all these structures and systems	Reports Evaluations	

10 Phase 2 (2008 – 2010)

Activities	Inter-Ministerial Literacy Committee, National Literacy Secretariat and Provincial Literacy Secretariats meet, operate and report regularly	Inter-ministerial Literacy Committee set up and meets and reports regularly NLS set up, staffed and reports regularly PLSs meet and report regularly	Minutes Reports Personnel files	Personnel and resources available
	All District Literacy Coordination Units (DLCUs) set up and operate	DLCUs set up and operating	Reports Accounts Statistical data	
	Staff and volunteer recruitment system operational	Campaign staff recruited and employed on ongoing basis	Personnel records and reports	
	Training system for all staff and volunteers working	Trainers at all levels employed and deployed and ongoing training events run Career development support for staff undertaken	Reports Training materials Research reports of teaching effectiveness	
	Intra-campaign co-ordination and inter-ministry and inter-provincial liaison happening	Reports produced	Reports	
	Strategic plans prepared for all years of campaign	Strategic plans for financial years 2009/2010 and 2010/2011 refined Strategic planning process for Phase 3 of campaign continues and draft Strategic Plan for year 2011/2012 prepared	Strategic plans and budgets	
	Learner targeting and registration systems operate	First and second registration of learners for each of three years is planned, refined and operated	Plans Reports Learner statistics	

	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	Media reports Research reports	Effective partnerships
	All materials are produced timeously for distribution	Materials produced on time Materials distributed on time	Materials Records of materials delivery Monitoring reports	
	Ongoing training of volunteer tutors and their coordinators and supervisors undertaken	Training courses and workshops take place	Reports Materials	
	Monitoring , evaluation and research programme operates	Research committees at national and provincial levels operating Continuing research liaison with universities and research bodies undertaken Commissioned research studies begun and reported	Minutes Monitoring reports Statistical data Partnership agreements Research briefs and studies Evaluation briefs and reports	Effective research partnerships with Higher Education Institutions (itself reliant on positive Higher Education institution support for adult education units and centres)
	Benchmarking assessments undertaken and reported on	Benchmarking tests administered and reported	Benchmarking tests results and analyses	Support from UNESCO
	Monitors operating to ensure quality control of all campaign activities and accountability to public	Data and reports from monitors accurate, well analysed and usable	Monitoring reports	
	Formative evaluations undertaken, reported and acted upon	Evaluations undertaken, reported on and findings used All materials are evaluated and revised as appropriate	Evaluation briefs and reports	

	Planning for summative evaluation(s) undertaken	Briefs prepared for summative evaluations of campaign and commissioning of longer term impact studies	Evaluation briefs	
	Staffing and maintenance of all financial systems and control mechanisms operate	Financial staff appointed Budgets for each year of Phase 2 finalised and for Phase 3 drafted Finance received, budgeted and allocated	Budgets Accounts Reports Audited accounts	Personnel available
	Adequate allocation for Phase 3 period (2011 to 2012) sourced	Allocations received	Finance allocation documentation	

Phase 3 (2011-2012): Completion and scaling down period of campaign reaching 1.48 million learners

The key steps/components within the intensive implementation of Phase 3 include:

Step	Details	Agents
1	Effective registrations take place (two annual registrations a year)	All operational structures, campaign partners and media
2	Sufficient education staff and volunteers are retained to complete each registration and are given career guidance as campaign winds down	All operational structures Trainers
3	Delivery of materials, instruction and assessment	Educational staff Logistics component
4	Ongoing financial resourcing and management of the campaign	Staff in secretariats and literacy coordination units
5	General administrative and coordination activities supporting the campaign	Staff in secretariats and literacy coordination units
6	Monitoring and reporting on all activities	Secretariats and the monitoring, evaluation and research staff
7	Evaluation and research activities on the campaign	Monitoring, evaluation and research staff
8	Summative reporting to the governance structures of the campaign and through them to government and the public	National Literacy Secretariat Inter-Ministerial Literacy Committee

14 Phase 3 (2011 – 2012)

Phase 3	Summary of objectives/activities	Objectively verifiable indicators	Means/ sources of verification	Important assumptions (about external and internal influences and risks)
Overall aim	To complete the campaign and to gradually wind it down, in the process deliver literacy instruction to another 1.48 million adult learners and assess, evaluate and report on this learning.	Campaign continues to operate while winding down and is successfully closed at end of period	Reports Statistics Monitoring data Evaluations	Enabling political and social will and the availability of resources and personnel
Objectives	Operate and then ensure the effective winding down (or reorientation) of all the campaign structures including 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	Effective intra campaign co-ordination and inter-ministry and inter-provincial liaison maintained Key staff retained to operate the campaign structures and recruited where necessary	Reports from all structures Minutes Statistics Accounts Audited reports Monitoring and evaluation reports Staff records	Resources available
	Learning and training materials, including those for the disabled, continue to be produced and distributed	Materials produced materials distributed	Reports Monitoring reports	Resources available
	Steps are taken to retain and to continue to mobilize and recruit volunteers and learners and to find venues have been taken and there is ample publicity for the campaign in its closing years	Appropriate publicity and media coverage for the campaign Registration linked launches	Media reports Media comment	Successful launch and operation of campaign
	Adequate career guidance is given to all staff and volunteers on future prospects post the campaign	Career guidance given	Reports Referrals and placements records	

	Sound financial control and accounting is maintained	Finance system functioning	Accounts Payrolls Monitoring reports	
	Ensure that adequate financial resources are available for the wind down period	Allocations received	Budgets Accounts	Commitment from state and other funders
	Summative evaluations of all aspects of the campaign are undertaken	Summative evaluation reports on aspects of the campaign	Evaluation reports Minutes	
	Research and impact studies are reported on.	Research and evaluations done on organisation, materials, training and instruction	Evaluation reports Research reports	
Results/ outputs	Adult learners of all South African languages in the targeted numbers are in classes all over the country	The educational component of the campaign will deliver to learners and learning outcomes will be achieved on a suitable scale	Reports Statistics Research and monitoring reports	
	Learner drop out is less than 20% because of sound learner support	Attendance records kept	Learners statistical data	
	Learners are in class and using materials and assessment results show them to be learning	Attendance data and monitoring reports provided	Reports Statistics Research and monitoring reports	Sufficient research capacity
	Reports, monitoring and research data, materials distribution records, and preliminary assessment data are timeously available and accurate	Well functioning data system	Reports Logistics records Statistical data Research and monitoring reports	
	Governance, coordination, reporting, monitoring and research systems all function well	Reports from all these structures and systems	Reports Evaluations	

	The campaign scales down and closes in an organised way	Closure of campaign Storage of archives and financial documentation	Reports Personnel records	
	Staff and volunteers are given guidance and support in future career directions (including in a revamped adult education system)	Interviews and referrals done	Reports Referral records	
Activities	Inter-Ministerial Literacy Committee meets and reports regularly National Literacy Secretariat reports regularly Provincial Literacy Secretariats report regularly District Literacy Coordination Units (DLCUs) operate	All structures continue to operate and report	Reports Minutes	
	Intra-campaign co-ordination and inter-ministry and inter-provincial liaison happening	Meetings take place	Minutes Reports	
	Strategic planning process for post campaign period continues	Strategic planning documents produced		
	Staff and volunteer recruitment system continues to operate	Campaign staff recruited and employed and then released after due guidance and orientation Effective reduction in staff and volunteer numbers achieved	Staff records Reports	
	Training and career guidance system for all staff and volunteers working	Trainers at all levels continue with training and retraining activities Career guidance and referrals for staff given as wind down progresses	Reports	

Learner targeting and registration systems operate	First and second registration of learners for each of two final years operate Re-registration procedures operate Venues acquired and used	Reports Learner statistics	
Yearly launches effected	Launches take place	Reports	
General communication and publicity to facilitate recruitment of volunteers, enrolment of learners and accountability to public undertaken	SABC flights appropriate informational, teaching and training radio and television programmes	Media reports Research reports Evaluation reports	
Ongoing liaison with SABC for TV and Radio over support for campaign and its closure	SABC flights appropriate informational, teaching and training radio and television programmes	Media reports	SABC support Finance available
Encouragement of development of literacy environment with all campaign structures engaging with all sectors for literacy environment support, particularly post campaign	Mass media carry informational, teaching and training radio and television programmes Liaison with state adult education system done	Media reports Policy and implementations plans for follow adult basic education follow up to literacy campaign	State and civil society support Revamping of ABET system in progress
Hardware and software operational and maintained	All hardware, equipment and software on assets register Records of hardware disposal at end of campaign kept	Assets register Sales and donation receipts for disposed or hardware and equipment	

	Monitoring , evaluation and research programme operates	Monitors operating to ensure quality control of all campaign activities and accountability to public Continuing research liaison with universities and research bodies undertaken Research committees at national and provincial levels operating Commissioned research studies finalised and reported on	Monitoring reports and data Research briefs and reports Minutes	Partnerships enable continuing use of Higher Education institutions research capacity Personnel and resources available
	Summative evaluations of all aspects of the campaign are undertaken, reported on and used for analysis of whole campaign and impact	Summative evaluations are undertaken and reported on	Evaluation briefs and reports	Partnerships enable continuing use of Higher Education institutions research capacity Personnel and resources available
	Benchmarking assessments reported on	International agreements made on benchmarking	MOAs Reports	International organisations such as UNESCO III participate
	Summative evaluations undertaken and reported	Summative evaluations of campaign and commissioning of longer term impact studies		
	Staffing, maintenance and operation of all financial systems and control mechanisms continues	Budgets for Phase 3 planned and funding allocated Finances received and allocated Final accounts prepared	Budgets Accounts Auditors reports	

Campaign budget estimate

Fixed (set) costs	Rands
Inter-ministerial Literacy Committee	1,633,000
National Literacy Secretariat running costs	58,535,140
Provincial Literacy Committees	5,611,500
Provincial secretariat running costs	99,588,276
District Literacy Coordination Unit running costs	101,364,120
Print materials development	4,537,664
Disabled materials development	865,939
Other materials and media development	66,132,429
Auditing	1,230,000
Total fixed costs	339,498,068
Variable costs	
Variable staff	4,395,429,333
Materials	492,225,208
Extra costs for materials for disabled	49,222,521
Equipment	69,059,500
Logistics	65,938,260
Training	39,726,800
Cuban staff extra costs	23,373,000
Total variable costs	5,134,974,622
Grand Total fixed and variable costs	5,474,472,690
Grand Total with inflation @ 5% p.a. after 2007	6,144,637,023

Other Operational Plan documents

A number of documents have been prepared by the Committee and provide more detailed information on the Operational Plan. These are:

Plan for a Mass Literacy campaign for South Africa: summary

This is a short summary of the Final Report of the Ministerial Committee on Literacy that was considered by Cabinet in November 2006. It provides a good general picture of the rationale for and outline of, the Plan.

Operational Plan 2007 to 2012

This substantial document provides a highly detailed Operational Plan for the campaign. It is itself broken up into four components and a number of appendices:

Action Plan Summary

This action schedule summarises the whole Operational Plan . [17 pages]

Overview

This presents a clear picture of the Operational Plan as a whole. [29 pages]

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 There are also appendices including detailed budget spreadsheets. The Macro Plan includes detailed Micro Plan lists (placed in blocks) and appendices on Literacy and numeracy outcomes, Materials specifications and detailed Budget spreadsheets. [146 pages]

Rolling work programme for financial year 2007/2008

This action schedule provides an action plan for the first financial year. [22 pages]

