

ICAE STRATEGIC AND ACTION PLAN 2012-2014

INTRODUCTION

This three year Strategic and Action Plan builds on the successful 8th World Assembly of ICAE, the International Council for Adult Education, held in Malmö Sweden in June 2011, which addressed the theme, “Adult Learning for a World worth Living In”. It has been shaped by the agreement of ICAE’s members that the world currently faces multiple crises which have the effect of reinforcing discrimination and exclusion in different ways, in different parts of the globe. We recognised the importance of lifelong learning and adult education in contesting such exclusion and discrimination, and the vital importance of the international space for reflection on how best to respond to the new challenges that ICAE provides.

The ICAE is the principal Civil Society Organization in partnership with UNESCO to promote the right to education for women and men of all ages in all the countries of the world.

This plan comprises four advocacy strategies to secure recognition of the key role adult learning must play if the MDGs, the EFA targets and the commitments made at CONFINTEA VI are to be achieved; to strengthen work on the role of adult learning in effective responses to a climate changing world, leading to Rio plus 20 and the UN Decade on Education for Sustainable Development (ESD); work on the role of adult learning in achieving decent work for all; and work to achieve literacy, gender and social justice for all.

A key element of our work is in securing alliances with other social movements and networks for the right to Youth and Adult Education, literacy, gender and social justice for all; and we focus, too, on the capacity building work we undertake for our members. We also focus on the different strengths of different teaching and learning methods and strategies.

Given the scale of the continuing under-representation of women and girls and discrimination against them in education and training we continue to have a major focus on gender justice across all the arenas of ICAE’s work, and have in addition embarked on work to focus on the educational dimensions of migration, and more widely to identify best practices in anti-discrimination of all sorts.

Finally, a major part of our work is in maintaining effective communication with our members.

PROGRAMME I: ADVOCACY, NETWORKING AND GLOBAL ALLIANCES FOR THE RIGHT TO EDUCATION AND LIFELONG LEARNING IN THE GLOBAL AGENDA

Strategy 1: Citizens' watch on the right to education and lifelong learning through the follow-up of UN Conferences

Strategy 2: Building partnership and agreements with civil society organizations and networks

Strategy 3: Promoting reflection and exchange on emerging thematic areas in the current global context.

PROGRAMME II: GOVERNANCE, INFORMATION AND COMMUNICATION

Strategy 1: Consolidate the governance, participation and functioning of ICAE and its members as a global network

Strategy 2: Socialize and democratize access to information among ICAE members and partners to enhance the institutional image of ICAE

Strategy 3: Stimulate exchange and learning through the use of Information and Communication Technologies

PROGRAMME III: CAPACITY BUILDING AND TRAINING PROGRAMMES FOR ICAE MEMBERS AND OTHER STAKEHOLDERS

Strategy 1: Train new leaders on advocacy for adult education and capacity building

Strategy 2: Strengthen local, regional and global capacities for advocacy on the right to education, active citizenship and equal rights for all

Strategy 3: Discuss and exchange new visions on youth and adult education

PROGRAMME IV: ADDRESSING GENDER AND NEW FORMS OF DISCRIMINATION

Strategy 1: Promote gender equality through adult learning and mainstreaming a gender perspective in ICAE and its advocacy work

Strategy 2: Develop strategies for adult education to contest new forms of discrimination

PROGRAMME I: ADVOCACY, NETWORKING AND GLOBAL ALLIANCES FOR THE RIGHT TO EDUCATION AND LIFELONG LEARNING IN THE GLOBAL AGENDA

General objective:

To raise awareness and influence public opinion to promote action by decision-makers to secure the right to learn of women and men, at national, regional and global levels, through a policy of advocacy and networking, while highlighting the key role of Youth and Adult Education and lifelong learning in the global agenda.

Strategy 1: Citizens' watch on the right to education and lifelong learning through the follow-up of UN Conferences

Specific Objective	Activities	2012	2013	2014	Outputs	
Do advocacy work for the right to youth and adult education and lifelong learning in different UN agreements and follow up their implementation in CONFINTEA VI, EFA and MDGs processes towards 2015. Harmonize post-CONFINTEA VI ICAE strategies with regional partners and national members.	Participation in the meetings of the Advisory Group for the Follow-Up of CONFINTEA VI and in GRALE meetings	X	X	X	Effective CSO participation in CONFINTEA VI Mid-term review process	
	Participation in CONFINTEA VI follow-up activities and monitoring of the Belem Framework of Action at national, regional and global level, through ICAE members and regional networks.	X	X	X		
	Participation in the follow up experience of the Observatory in Latin America and the Caribbean	X	X	X		
		Develop a proposal towards 2015 on CONFINTEA, EFA and the MDGs follow up with the ICAE working commission.	X	X	X	Shadow report Improved outcomes in EFA agenda by 2015
		Initiate, support and publish a global shadow report for the mid term review of CONFINTEA VI 2015 with national and regional members.		X	X	
		Advocacy actions towards literacy for all, and in particular for women and young people in achieving the objectives 3 and 4 of EFA	X	X	X	
		Participation at the Committee on International Non-Governmental Organizations of the UNESCO Executive Board (UNESCO NGO-meeting)	X	X	X	
MDG process						
	High Level Event on the MDGs: participation in the preparatory process and co-organization of parallel civil society advocacy actions.	X	X	X	Proposal for an alternative goal in MDGs, for youth & adult learning and lifelong learning for 2015	

Specific Objective	Activities	2012	2013	2014	Outputs
	Education in a Climate Changing World				
<p>Develop the concept of education that is responsive to the realities of a Climate Changing world towards building active citizenship for Sustainable Development.</p> <p>To build the capacities of members to advocate and advance the concept and practice of education in a climate changing world.</p> <p>To advocate for the concept and practice of education in a climate changing world amongst educators, policy makers and institutions.</p>	Consolidation of the ICAE Climate Change and Education for Sustainable Development Working Commission	X	X	X	Active working Commission
	Synthesize the outcomes of the Virtual Seminar and the World Assembly discussions towards developing an ICAE Paper on Education in a Climate Changing World	X			ICAE Advocacy Paper on Education in a Climate Changing World
	Establish online mechanisms that will allow ICAE members to be informed and engaged with the global processes and contribute to the on-going development of the concept and practice of education in a climate changing world.	X	X	X	Effective virtual mechanisms
	Synthesize and publish the outcomes of the initial experience in the thematic area.	X	X	X	Revised ICAE Experience and Advocacy Paper
	Review the impact of participation in COPs towards the identification of lessons learned.	X	X	X	
	Support the participation of ICAE members already engaged with the Conferences of the Parties (COPs) processes and other identified priority UN events	X	X	X	Effective ICAE participation
	Manage the list serve created to develop and shape the Education space in the Thematic Social Forum on Environmental and Social Justice (Porto Alegre, Jan. 2012)	X			Youth and Adult Education in the agenda of the Thematic Forum and in the Summit
	Active participation in the Education Space in the Thematic Social Forum on Environmental and Social Justice (Porto Alegre, January 2012)	X			
	Active participation in the Peoples Summit Rio+20	X			ICAE Workshop in the Summit
	Participation in the formal UN Rio+20 process	X			ICAE advocacy strategy in UN Conference
Follow-up of Rio+20		X	X		
	UN Decade of Education for Sustainable Development (DESD)				
<p>Optimize the opportunity available within the UNFCCC COP, Rio+20 and UN Decade of ESD to advocate and advance this concept and practice.</p>	Document and synthesize the experience for presentation at the end of Decade of Education for Sustainable Development (DESD) Conference (Tokyo)	X	X	X	ICAE Document for the DESD Conference
	Promote a Global Day of Action to celebrate the contributions of organizations towards an education that is responsive to a climate changing world - link with Adult Learner's Week	X	X	X	Global Day of Action
	Promote environmentally sensitive (eco-efficiency) practices in ICAE events.	X	X	X	Systematic check of practices in ICAE events

Strategy 2: Building partnership and agreements with civil society organizations and networks					
Specific Objective	Activities	2012	2013	2014	Outputs
Strengthening alliances with other social movements and networks for the right to Youth and Adult Education, literacy, gender and social justice for all.	Creation of a Global Task Force on Literacy and a common plan of action	X	X	X	Global task force on literacy
	Participation in the organization of the Global Action Week, April each year and promote the incorporation of ICAE members into the national coalitions of the Global Campaign for Education.	X	X	X	Involvement of ICAE members in the campaign
	Participation in the World Social Forum process, and organization of joint actions to highlight Youth and Adult Education in the thematic forums involving ICAE members and other networks and social movements.	X	X	X	Youth and Adult Education in World Social Forum agenda
	Support the organization of the assembly on education in the WSF 2013 event, in alliance with other Civil Society Organizations and movements	X	X		ICAIE joint actions in the World Social Forum with its members and Civil Society Organizations
	Participate as co-facilitator of the Feminist Task Force - FTF of GCAP, facilitating the two GCAP FTF list serves (English and Spanish) and be part of the Global Call to Action Against Poverty (GCAP)	X	X	X	Interlinkage of gender, poverty eradication with Youth and Adult Education
Strategy 3: Promoting reflection and exchange on emerging thematic areas in the current global context.					
To develop the concept and a proposal for ICAE and its members, on decent learning for decent work.	Decent learning for decent work				
	Create a working commission on Decent Learning for Decent Work, to better define what decent learning means to ICAE and its members with respect to the diversity of the Regions.	X	X	X	Active working commission on decent learning for decent work
	Organize Virtual Seminars with the participation of ICAE members and other partners, on the thematic of decent learning for decent work in the current global context, and the challenges for ICAE, based on the seminar organized in preparation for the World Assembly.	X	X	X	Agenda on decent learning for decent work
To create a space to promote the inter-regional exchange to develop an advocacy agenda for the right to decent learning for decent work.	Foster dialogue among ICAE-GEO members and other international partners to identify best practices on education and work.	X		X	Virtual seminars with regional and sectoral visions

Specific Objective	Activities	2012	2013	2014	Outputs
	Review and research of existing National, Regional, Sectoral strategies on the articulation between learning programmes/outcomes and work - both in the Formal and Non-Formal Systems	X	X	X	
	Follow, through one or two indicators, the Belem Framework of Action sections related to the world of work.		X	X	Indicators included in shadow report
	Develop a project to give the working commission funds to organize workshops with different stakeholders in different regions.	X	X	X	Funds to implement the proposal
	Organize activities/workshops in forums where ICAE is present, for example Thematic Forum RIO +20, with ICAE members and main actors	X	X	X	Joint activities
	Sharing good practices in adult education and popular education				
Build an understanding of “folkbildning” and popular education, best practices and adult education methods, and other lifelong learning strategies.	Do a mapping of what “lifelong learning” means and how it is defined and understood in different parts of the world.	X	X		Systematization on the different concepts of lifelong learning
	Improve knowledge about adult education – a comparative study on common points between “folkbildning” and popular education. In this, the role (and action) of the adult education teachers will be incorporated.	X	X	X	Comparative study between “folkbildning” and popular education International Seminar
	An international seminar on “folkbildning” and popular education, and its impact in the past and possible impact in the future. Exchanging experiences between the “North” and the “South”.		X		Articles translated for publications
	A publication (paper/electronic) in several languages about the “folkbildning” and its impact and comparison with popular education. The content should also be used in existing magazines and other publications.			X	
	Put “folkbildning”, the study circle and folk high school concept and approach as a part of the IALLA curriculum.	X	X	X	Incorporation of the thematic into IALLA curriculum

PROGRAMME II: GOVERNANCE, INFORMATION AND COMMUNICATION

General objective: To consolidate ICAE as a global network with the capacity to simultaneously support and strengthen the work of its members as well as alliances with other civil society organizations and partners.

Strategy 1: Consolidate the governance, participation and functioning of ICAE and its members as a global network

Specific Objective	Activities	2012	2013	2014	Outputs
In partnership with its regions, ensure that the council works with its members in order to engage them actively in its programs and achieve strategic goals.	Global governance				
	At least one face-to-face Executive Committee Meeting per year.	X	X	X	Executive Committee meeting
	Permanent exchanges among the Executive Committee members through virtual tools	X	X	X	Virtual meetings
	Meeting of the Finance Committee when needed.	X	X	X	Virtual meetings
	Proposal, consultation and adoption of a revised constitution and by-laws.	X			Revised constitution and by-laws
Provide support for the implementation of ICAE programs, using different communication tools.	ICAE working commissions led by Executive Council members				
	Consolidation of ICAE working commission on CONFINTEA, EFA and MDGs towards 2015	X	X	X	Interregional Thematic Working Commission
	Consolidation of ICAE working commission on Climate Change, Rio+20 process and beyond	X	X	X	Interregional Thematic Working Commission
	Creation and operation of ICAE working commission on Decent Education/learning and Decent Work.	X	X	X	Interregional Thematic Working Commission
	Creation and operation of a working commission on Education/Learning for transformation. Influencing educational systems, linking formal and informal education	X	X	X	Interregional Thematic Working Commission
Maintain and improve the contact with our members, and widen the membership base.	ICAE members				
	Participation and active contribution in strategic meetings and assemblies of ICAE regional members and international partners.	X	X	X	ICAE presence in regional main events
	Campaigning to recruit new and active members in all regions.	X	X	X	Online campaign

Specific Objective	Activities	2012	2013	2014	Outputs
Promote accountability and transparency among ICAE members through the Accountability charter of the International Advocacy NGOs.	Transparency and accountability				
	International Advocacy NGOs (IANGO) Accountability Charter: Progressive incorporation of the methodology agreed upon for transparency and accountability. Stimulate and facilitate similar processes among ICAE members relevant for being incorporated into this process. Continue with the regional transparency and accountability initiative of civil society organizations where the secretariat is based.	X	X	X	Annual reports to IANGO Reports available in ICAE website
	Fundraising				
	Drafting and implementing a fundraising plan.	X	X	X	Fundraising plan
Strengthening the financial structure to achieve a role as a well-respected global partner	Elaboration of narrative, financial and audit reports	X	X	X	Annual reports
	Meetings between agencies in donor countries and ICAE	X		X	(More meetings will be held if needed)
Strategy 2: Socialize and democratize access to information among ICAE members and partners and to enhance the institutional image of ICAE					
Dissemination of information on adult education, in general, and the activities carried out by ICAE and its members.	Voices Rising				
	Electronic bulletin enriched by comments, inputs and articles of ICAE members, including thematic issues on specific subjects e.g. periodical reports from the regions.	X	X	X	Weekly edition of "Voices Rising"
	Drafting and implementing an Information and Communication Action Plan	X	X	X	Information and Communication Plan
	ICAE Website and social networks				
	Regular update of ICAE website in 4 languages (English, Spanish, French and Portuguese)	X	X	X	Information translated into 4 languages
Regular update of ICAE 2011 twitter and facebook	X	X	X	Regular update of website, twitter, Facebook	
Enhance the institutional image of ICAE and provide support for advocacy and mobilization	Translations, technical support and materials				
	Translation of information, emails, documents and virtual seminars, etc.	X	X	X	Translated documents
	Technical support for the implementation of Virtual seminars in three languages.	X	X	X	E- list for virtual seminars
	Layout, design, edition and dissemination of appropriate support materials to deliver the programmes and to enhance the institutional image.	X	X	X	Support materials

Strategy 3: Stimulate exchange and learning through the use of Information and Communication Technologies					
Specific Objective	Activities	2012	2013	2014	Outputs
Promote the exchange of information and effective dialogue across national boundaries through the use of Information and Communication Technologies (ICTs) for mutual learning and strategizing.	CONFINTEA list				
	Dissemination of CONFINTEA VI results and documents and share information and strategies for advocacy and follow up of CONFINTEA VI.	x	x	x	Main documents and updated information disseminated
	GEO list				
	Share information, debate and take decisions on how to mainstream gender and influence the global AE agenda from a gender perspective.	x	x	x	All lists operating simultaneously
	ICAE Members' list				
	Continue with ICAE members list for sharing information and consultations	x	x	x	Blogs created upon demand
	Creation of blogs on specific issues and themes. (eg. GEO Blog, ICAE decent work Blog)	x	x	x	
	Executive Committee Members list				
	Exchange of information, presentation of proposals and decision making.	x	x	x	
	IALLA lists and facebook				
	Follow-up and involvement of IALLA graduates in ICAE activities.	x	x	x	
Education Rio+20 list					
Strengthen of the civil society process towards Rio+20	x	x	x		

PROGRAMME III: CAPACITY BUILDING AND TRAINING PROGRAMMES FOR ICAE MEMBERS AND OTHER STAKEHOLDERS

General Objective: To support ICAE members and other stakeholders in the development of capacities for advocacy and to generate debates on new trends and experiences of Youth and Adult Education.

Strategy 1: Train new leaders on advocacy for adult education and capacity building

Specific Objective	Activities	2012	2013	2014	Outputs
To support the emergence of a new leadership committed and trained in advocacy strategies and monitoring, to work as a global team, and network building To continue to develop and disseminate an alternative curriculum for leadership grounded on a broader vision on adult education within the framework of human rights and active citizenship, developing linkages with the most important globalization issues that are currently affecting the world.	IALLA. Organize every year an intensive residential program on advocacy for Adult Learning.	x	x	x	Implementation of the course
	Meeting of IALLA convenors to develop, evaluate and improve the proposal of the course, and adjust its methodological content each year.	x	x	x	Meeting of convenors
	Evaluation of the course through participants', convenors' and facilitators' inputs.	x	x	x	Annual written evaluation
	Conduct a tracer study (follow-up) during the course of the 3 years and facilitate involvement of IALLA graduates in ICAE global and regional activities and projects.	x	x	x	Number of IALLAs involved in ICAE activities

Strategy 2: Strengthen local, regional and global capacities for advocacy on the right to education, active citizenship and equal rights for all

Provide advocacy tools for citizen's watch with respect to international agreements on Youth and AE and other development related areas	Periodic consultation with regions to guide the organization of workshops- seminars on citizen's watch in different regions at national, regional level in, for example, the African Platform.	X	X	X	Periodic consultation conducted. Seminars/Workshops conducted at national, regional and global levels.
Provide training opportunities/spaces on women's rights, the exercise of active citizenship and economic autonomy at national and local level.	Involvement of participants at ICAE citizen's watch training in advocacy actions at national, regional and global levels	X	X	X	
	Annual training courses at the international level for women, on global advocacy and networking (this activity also contributes to programme IV)	X	X	X	Training courses conducted annually at international level.

	Annual training of women at national level on: leadership, networking skills and advocacy tools for women's empowerment as well as environmental, social and economic justice (this activity also contributes to programme IV)	X	X	X	Training courses conducted annually at national level.
Specific Objective	Activities	2012	2013	2014	Outputs
Strategy 3: Discuss and exchange new visions on youth and adult education					
Promote reflection and debates around the key global challenges on Youth and Adult Education within the framework of economic, social, cultural and environmental rights.	Organization of one International Seminar within the 3-year period with the participation of experts from different regions to discuss and exchange new visions and to learn from concrete experiences on youth and Adult Education.			X	One international seminar conducted
	Organize Virtual Seminars with the participation of ICAE members and other partners, on special issues of the current global context, and the challenges for ICAE, including a virtual seminar on Decent Work and Decent Learning .	X	X	X	Virtual seminars Papers received from experts
	Request the elaboration of papers by experts from different regions, as inputs for the above mentioned virtual exchange	X	X	X	Documents published.
	Publication of the seminar documents.	X	X	X	
	Organization and implementation of three Gender and Education Office (GEO) Virtual seminars in three languages (1 per year).	X	X	X	One GEO virtual seminar conducted each year in three languages

PROGRAMME IV: ADDRESSING GENDER AND NEW FORMS OF DISCRIMINATION

General objective: Use adult education as a strategy to prevent and contest all forms of discrimination and build an understanding on the importance of addressing this issue through an intersectional approach.

Strategy 1: Promote gender equality through adult learning and mainstreaming a gender perspective in ICAE and its advocacy work

Specific Objective	Activities	2012	2013	2014	Outputs
Promote gender equality from an intersectional approach in all ICAE actions and advocate for adult education to achieve the UN commitments, especially related to gender.	Participation of members of ICAE's Gender and Education Office (GEO) in all ICAE working commissions to follow up the recommendations of the GEO Consultation	X	X	X	Gender analysis included in all ICAE working commissions
	Strengthen GEO visibility and gender analysis in UN Conferences (CSW, CEDAW, CONFINTEA, EFA, MDGs, COP, Rio+20).	X	X	X	Effective GEO participation
	Participation of GEO members, course trainees, convenors, and campaign coordinators of different regions, at World Social Forum events in order to interact and network with women's and feminist movements as well as other social movements at the global level.	X	X		
Strengthen GEO visibility and gender analysis in regional and global spaces	Education for Inclusion and Women's Empowerment				
	Design and implement a campaign in order to amplify women's voice for their rights to full participation and equal representation, and education for inclusion at national and global level.	X	X	X	Education for inclusion campaign at national and global level
	GEO strategic meetings and Global Women's Consultations, one per year on: i) Women's empowerment for active citizenship and political representation, ii) Women's contribution for a deeper democracy, iii) Learning experiences from feminist popular education and its contribution to achieve women's empowerment, participation and political representation.	X	X	X	
	Elaboration of a toolkit about "Feminist popular education for active citizenship" as a guide for local trainings.	X			Printed toolkit and publications

Specific Objective	Activities	2012	2013	2014	Outputs
To systematize learning practices and women's strategies to achieve women's empowerment.	Elaboration and publication of a systematization on learning practices and women's strategies to achieve women's empowerment, participation and political representation, based on cross-countries and global analysis. Elaboration and publication of 6 national systematizations on learning practices and women's strategies to achieve women's empowerment at the country level.	X	X	X	Virtual platform
	Creation and management of a virtual platform in order to facilitate the exchange among GEO and participants of the training courses, and to promote the continuity of the learning processes by sharing their own experiences after the courses.	X	X	X	
Strategy 2: Develop strategies for adult education to contest new forms of discrimination					
To address discrimination based on race, ethnicity, religion, disability and other forms of discrimination through youth and adult learning and especially focus on issues related to migration.	To identify good practice in effective educational responses to the impact of migration on migrants, on the societies they leave behind and those receiving them.	x	x	x	Identification of good practice
	To analyze how changes in global, regional and national economic and social conditions create new forms of discrimination and exclusion, and reinforce existing ones in different ways in different places, and identify good practice in adult and youth education in response to them.	x	x	x	
	To shape an ICAE policy on adult and youth education strategies to contest discrimination of all sorts.	x	x	x	ICAE policy on youth and adult education