DISTANCE EDUCATION ASSOCIATION OF SOUTHERN AFRICA

STRATEGIC PERSPECTIVE

ACTION PLANS AND OBJECTIVES: 2004 – 2005

March 2004

CONTENTS

> *In Africa, there is much to be gained from enhanced regional collaboration on policy issues, development of delivery systems and sharing of materials.[1]*

1   Introduction

The Distance Education Association of Southern Africa (DEASA) is striving to become the regional powerhouse in Open & Distance Learning (ODL) in the SADC region. DEASA's general objective, as stated in its constitution, is to "enable members to share information, to collaborate in obtaining and developing quality distance education courses in identified areas of need, and to organise relevant professional development activities." By being the central co-ordinating point for regional ODL organisations from where member countries and institutions can share and create collaboration opportunities, DEASA underlines the principle that co-operation and shared application of resources can contribute to improved efficiencies in the provision of ODL, thereby promoting the chances of more widespread and faster growth in the sector.

Through its linkages, both professional and informal, with other regional and international ODL organisations and statutory bodies, DEASA has become a key driver of initiatives to further develop ODL knowledge sharing and collaboration in the region. To enhance its reach and impact, DEASA is actively encouraging all SADC countries and their respective institutions to become members and contribute to ODL .

DEASA's specific objectives:

- to provide a platform for discussing issues related to and affecting the field of distance education;
- to encourage the exchange of expertise among member institutions as efficiently and widely as possible;
- to exchange information and materials on distance education and to promote co-operation among member institutions;
- to promote educational activities and opportunities for those who are not part of the conventional education system;
- to promote assistance from national governments and international organizations to distance education;
- to collaborate with governmental as well as non-governmental organizations to promote effective distance education policies, methods and practices;
- to represent and promote to governments and funding agencies the interests of distance education as a set of learning and teaching methods and practices that require particular interventions and cost allocations; and
- to encourage members to maintain DEASA's Code of Ethics in advancing distance education.

During 2003, the current member countries, being Botswana, Lesotho, Namibia, South Africa and Swaziland initiated a strategic planning process to drive the process of ODL collaboration and growth. Based on 6 overall strategic objectives defined by the member countries, each contributed actions plans and cost estimates for the implementation of initiatives required to support the strategic direction. This document is an integration of these inputs into a framework for implementation for 2004 and beyond. It provides both summary and detailed perspectives of the different initiatives and how they interrelate, and is intended as a reference guide to monitor progress against.

It should be noted that while various of the strategic objectives would require significant injections of funds in order to fully implement, this document does not set out how to

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[1] UNESCO. 2002. Open and Distance Learning: Trends, Policy and Strategy Considerations.

secure funding – it does, however indicate the areas where fundraising initiatives should be implemented.

2   ODL at a glance

As Internet & Communications Technologies (ICTs) have changed the nature of education and distance education in particular, the opportunities that have developed have been accompanied by as many challenges, especially when looking at ODL in developing countries. This is evident in the changing nature of what constitutes ODL . According to the Commonwealth of Open Learning (COL) the typical characteristics of ODL definitions and approaches include:

- The separation of teacher and learner in time or place;
- Some form of institutional accreditation to differentiate learning from working on your own;
- The use of mixed-media courseware;
- Two-way communication allows interaction between learners and tutors;
- Creating opportunities for face-to-face interaction between learners and with tutors;
- Specialisation among staff, in large organisations, especially in course development.

Specific advantages of ODL as identified by UNESCO are:

- Balancing inequalities between age groups;
- Extending geographical access to education;
- Delivering educational campaigns and other education for large audiences;
- Providing speedy and efficient training for key target groups;
- Expanding the capacity for education in new and multidisciplinary subject areas;
- Offering the combination of education with work and family life;
- Developing multiple competencies through recurrent and continuing education;
- Enhancing the international dimension of educational experience;
- Improving the quality of existing educational services.[2]

3   DEASA's Strategic Goals

In deciding on the optimum route for DEASA to undertake its growth and development initiatives, 6 key strategic goals were formulated and assigned to the respective member countries to develop into action plans. These are:

- To transform and strengthen DEASA;
- To promote research and develop regional ODL policy guidelines;

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[2] UNESCO. 2002. Open and Distance Learning: Trends, Policy and Strategy Considerations.

- To facilitate the sharing of information;

- To promote the use and integration of ICT into programme delivery;

- To support initiatives addressing social problems and HIV/Aids in ODL;

- To exchange materials and expertise.

The actions to attain these goals, as developed during 2003, all aim to contribute to some extent to the following principles:

- Ensuring ODL reaches its maximum market through **increased collaboration and resource sharing** amongst ODL organisations;

- Understanding the importance of ODL in becoming a **vehicle for social and life-skills education**;

- Realising the role **an effective and focused DEASA** can play in addressing the region's education needs;

- Remaining i**nnovative and fresh** in approaching the coordination of ODL in Southern Africa.

4   Prioritising actions

One of the key measures of success for the implementation of DEASA's strategic goals will be the extent to which actions take place in accordance with the timeframe identified. Monitoring of progress against the project timeline will give the DEASA Executive Committee and member countries the opportunity to assess the actions in terms of practical events and constraints. A number of factors can contribute to delays in implementation, and these should be managed proactively to prevent serious backlogs from occurring. The two regarded as most crucial are discussed below.

4.1   Coordination capacity

While the respective action plans have different durations, and some have already commenced at the start of 2004, all indicate their official startup date to be April 2004. This will place a heavy burden on functions such as the Executive Committee and the Secretariat, as many activities related to marketing, co-ordination of activities and fundraising are assigned to them by nature of their roles. Where there are a number of conflicting needs, prioritisation and consolidation will become very important to ensure activities are staggered in a way that allows for sufficient attention to be given to all without preventing members to spend time exclusively on these matters.

4.2   The extent of funds available and fundraising capacity

The action plans reflected in this document require significant inflows of external funds to ensure activities are implemented. The nature of DEASA as a non-profit association means membership fees and subscriptions will not cover expansion and growth goals in the short term. For this reason, urgent attention needs to be given to fundraising to cover initial funding requirements of the action plans. DEASA might even opt to prioritise all actions which do not require funds as a way of ensuring progress is made, while

funding is sourced. The extent of funding, based on the preliminary estimates developed by member countries, are indicated below for each of the 6 goals and their main activities. The total cost estimate for all activities in the scope of DEASA's 6 goals is R3.5 million, with a significant portion required in 2004.

COST ESTIMATES OF STRATEGIC GOALS

DEASA Strategic Timeline 2004-2005	R3,495,000
GOAL 1: TO TRANSFORM AND STRENGTHEN DEASA	**R821,000**
Strenghten Permanent Secretariat	R287,000
Extend membership to all SADC countries	R355,000
Strengthen extended representative organ	R0
Continuously review overall goals and objectives of DEASA	R50,000
Secure adequate resources for effective DEASA operations	R102,000
Promote DEASA through marketing	R27,000
GOAL 2: TO PROMOTE RESEARCH AND DEVELOP REGIONAL ODL POLICY GUIDELINES	**R370,000**
Develop framework/ guidelines for carrying out research	R0
Identify ODL research areas	R100,000
Conduct capacity building workshops and seminars	R150,000
Undertake research in priority areas	R100,000
Develop frameworks for learners in ODL	R0
Compile policy guides	R20,000
GOALS 3: TO FACILITATE THE SHARING OF INFORMATION	**R0**
Assess information needs and sharing requirements	R0
Ensure suitable hardware and software is available for information sharing	R0
Create collaborative mechanisms for sharing relevant information	R0
Implement information sharing and review progress	R0
GOAL 4: TO PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY	**R34,000**
Improve the design and use of ICTs in ODL delivery	R17,000
Conduct a workshop to develop an ICT Strategy	R17,000
GOAL 5: TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL	**R1,845,000**
Create a supporting policy environment for the fight against HIV/AIDS	R0
Develop a policy to guide the programme in line with the SADC Health Sector	R150,000
Mobilize resources for implementation of strategies combating HIV/AIDS	R0
Assess current DEASA curricula for HIV/AIDS relevance	R0
Promote exchange of information among DEASA members	R0
Create awareness and mobilise support in the campaign against HIV/AIDS	R180,000
Equip learners and facilitators/ instructors with lif-enhancing skills	R80,000
Facilitate a change of attitude towards HIV/AIDS	R60,000
Develop educational materials addressing groups at risk in ODL	R200,000
Develop information base on social problems	R50,000
Collaborate with regional institutions implement intervention strategies	R150,000
Collect information on HIV/AIDS	R200,000
Collaborate with ODL stakeholders to network and share information	R180,000
Identify research needs	R100,000
Determine impact of materials on social problems affecting ODL clientele	R300,000
Strengthen policy dev and promote the sharing of research information	R180,000
Promote, facilitate development of research and intervention programmes	R10,000
Inform decision-making in the fight against HIV/AIDS	R5,000
GOAL 6: TO EXCHANGE MATERIALS AND EXPERTISE	**R425,000**
Facilitate the sharing of materials	R220,000
To develop policy guidelines on sharing of materials	R0
To develop policy guidelines on copyright issues	R0
To share expertise	R205,000

5   Goal timelines

On the following pages are summary timelines of each goal, presented as a workplan for implementation. For the detailed activity sheets, please refer to Annexure A. A glossary of abbreviations is provided on the following page.

GLOSSARY OF ABBREVIATIONS	
CA	Country Association
CM	Country Member
Cons	Consultant/ Facilitator
CR	Country Representative
Dev team	Development Team
Exco	Executive Committee
Rep	Representative
RR	Regional Representative
Secr	Secretariat
Steercom	Steering Committee
Subcomm	Sub-committee
Task team	Project Task Team
Team	Project Team

5.1 GOAL 1: TO TRANSFORM AND STRENGTHEN DEASA

ID	Task Name		2004, Half 1		2004, Half 2		2005, Half 1		2005, Half 2		2006, Half 1	
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
			F M	A M J	J A S	O N D	J F M	A M J	J A S	O N D	J F M	A M
1	GOAL 1: TO TRANSFORM AND STRENGTHEN DEASA						R821,000					
2	Strenghten Permanent Secretariat						R287,000					
3	Recruit appropriate staff						Exco					
4	Identify suitable location for Secretariat						Exco					
5	Define duties and functions for the Secretariat						Exco					
6	Improve organisational effectiveness											
7	Extend membership to all SADC countries											
8	Identify and recruit DE/ODL institutions in SADC-region							CA's				
9	Produce and disseminate DEASA materials			RSA,Secr,CA's								
10	Continue alliance with SADC TCDE as marketing avenue							CA's				
11	Strengthen extended representative organ		R0									
12	Establish country associations		CR's									
13	Request NADEOSA assistance in selling associations		CR's									
14	Continuously review overall goals and objectives of DEASA				R50,000							
15	Participate in 1st bi-annual reporting event		2004/04/01									
16	Participate in 2nd bi-annual reporting event			2004/09/01								
17	Conduct a periodic internal performance audit		Exco									
18	Conduct an annual external audit		Exco									
19	Secure adequate resources for effective DEASA operations						R102,000					
20	Arrange and secure funding from external sources						Secr					
21	Explore and harness internal sources						CA's,CM's					
22	Organise and engage in fundraising activities						Secr,CA's					
23	Promote DEASA through marketing						R27,000					
24	Advertise DEASA functions and activities						Secr					
25	Hold courses and conferences						Secr,CA's					

5.2 GOAL 2: TO PROMOTE RESEARCH AND DEVELOP REGIONAL ODL POLICY GUIDELINES

ID	Task Name	2004, Half 1		2004, Half 2		2005, Half 1		2005, Half 2		2006, Half 1	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
		F M A M J		J A S O N D		J F M A M J		J A S O N D		J F M A M	
26	GOAL 2: TO PROMOTE RESEARCH AND DEVELOP REGIONAL ODL POLICY GUIDELINES				R370,000						
27	Develop framework/ guidelines for carrying out research			R0							
28	Constitute sub-committee	Exco									
29	Draw up sub-committee terms of reference	Exco									
30	Adopt and implement research development framework		Subcomm								
31	Identify ODL research areas				R100,000						
32	Countries submit justified research areas	CM's									
33	Consolidation and prioritisation of research areas	Exco									
34	Situation analysis of expertise, knowledge and competence in carrying out research			Exco							
35	Prioritise research areas of need			Exco							
36	Conduct capacity building workshops and seminars				R150,000						
37	Conduct workshops annually			CM's							
38	Conduct seminars annually			CM's							
39	Undertake research in priority areas				R100,000						
40	Develop research proposals collaboratively with professionals and learners	CM's									
41	Carry out research		CM's								
42	Develop frameworks for learners in ODL		R0								
43	Develop and present frameworks	CM's									
44	Compile policy guides		R20,000								
45	Compile the framework policy guidelines		Secr								

5.3 GOALS 3: TO FACILITATE THE SHARING OF INFORMATION

ID	Task Name	Schedule
46	GOALS 3: TO FACILITATE THE SHARING OF INFORMATION	R0
47	Assess information needs and sharing requirements	R0
48	Identify the information needs of DEASA member institutions and categorise these	Subcomm,CM's
49	Assess systems requirements for sharing information and compare with current situation	Subcomm,CM's
50	Ensure suitable hardware and software is available for information sharing	R0
51	Assess systems of member institutions based on specifications for sharing	CM's
52	Upgrade systems of member institutions as required through internal funding	CM's
53	Create collaborative mechanisms for sharing relevant information	R0
54	Request selected member institutions to make available specific information categories	Subcomm,CM's
55	Develop procedures for information sharing	Subcomm,CM's
56	Identify additional information categories that would be useful to other members	Subcomm
57	Implement information sharing and review progress	R0
58	Coordinate access and availability of information	Subcomm
59	Develop a review instrument	SAIDE
60	Collect and collate relevant data on sharing use, frequency and usability	Subcomm
61	Draw up a progress report and identify areas for improvement	Subcomm

5.4 GOAL 4: TO PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY

ID	Task Name	Timeline
62	**GOAL 4: TO PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY**	R34,000
63	**Improve the design and use of ICTs in ODL delivery**	R17,000
64	Undertake an audit on the status of ICT use in ODL	Region,Exco
65	Adapt SADC TCDE proposal	Exco
66	Develop Terms of Reference for Consultants/ Research Committees	Exco
67	Conduct open tendering process	Exco
68	Select, or identify research committees through universities or research institutions	Exco
69	Solicit funds	Exco
70	**Conduct a workshop to develop an ICT Strategy**	R17,000
71	Establish what recent workshops have been conducted on the use of ICT in ODL	Exco,CR's
72	Solicit inputs from members	Exco,CR's
73	Solicit funds for workshops	Exco,CM's
74	Arrange and conduct workshop to develop an ICT strategy and implementation plan	Exco,Cons
75	Write report on the status of ICT use in education & training, recommend improvements	Cons,Exco
76	Convene a regional workshop to develop an ICT implementation business plan	Cons,RR's,Exco,CM's

5.5 GOAL 5: TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL

ID	Task Name
77	GOAL 5: TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL — R1,845,000
78	Create a supporting policy environment for the fight against HIV/AIDS — R0
79	Select experts and form a programme steering committee — CM's
80	Develop a policy to guide the programme in line with the SADC Health Sector — R150,000
81	Review existing education policies on HIV/AIDS — Steercom
82	Develop appropriate policy to serve as a guide and disseminate to DEASA members — Exco,Secr
83	Facilitate the development and implementation of HIV/AIDS policies in ODL — CM's,Exco
84	Mobilize resources for implementation of strategies combating HIV/AIDS — R0
85	Develop a mechanism to monitor implementation of policy — Exco
86	Assess current DEASA curricula for HIV/AIDS relevance — R0
87	Establish a committee to assess existing curricula — CM's
88	Facilitate collaboration of NGOs and non-members on programme — Exco,CM's
89	Promote exchange of information among DEASA members — R0
90	Facilitate the joint development and/or sharing of materials — Exco,Secr
91	Monitor development and sharing of materials — Secr,Exco
92	Create awareness and mobilise support in the campaign against HIV/AIDS — R180,000
93	Enlist assistance from governmental structures and NGOs — Secr
94	Establish an HIV/AIDS network among DEASA member institutions — Secr
95	Equip learners and facilitators/ instructors with lif-enhancing skills — R80,000
96	Educate ODL learners and personnel on how to live with HIV/AIDS — Exco,Cons
97	Empower facilitators/ instructors to effectively handle learners affected by HIV/AIDS — Exco,CM's
98	Facilitate a change of attitude towards HIV/AIDS — R60,000
99	Put in place programmes on HIV/AIDS in all DEASA member institutions — Exco,Secr
100	Encourage voluntary HIV/AIDS testing in ODL institutions — Exco,Secr
101	Develop educational materials addressing groups at risk in ODL — R200,000
102	Conduct a needs assessment of current materials available — CM's,Team
103	Prioritise identified needs/ requirements for materials development — CM's,Team

ID	Task Name	2004, Half 1		2004, Half 2		2005, Half 1		2005, Half 2		2006, Half 1	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
		F M	A M J	J A S	O N D	J F M	A M J	J A S	O N D	J F M	A M
104	**Develop information base on social problems**							R50,000			
105	Conduct workshops for materials developers to instill HIV/AIDS awareness					CM's					
106	Design/ develop goals and objectives for materials development and production			CM's,Dev team							
107	Develop materials				CM's,Dev team						
108	Conduct preliminary materials evaluation					CM's,Dev team					
109	Revise materials					CM's,Dev team					
110	Develop final products for dissemination						CM's,Dev team				
111	**Collaborate with regional institutions implement intervention strategies**						R150,000				
112	Organise in-country training workshops and seminars for trainers						CM's				
113	**Collect information on HIV/AIDS**							R200,000			
114	Conduct lectures/ training/ workshops/ seminars						CM's				
115	Disseminate materials							CM's			
116	**Collaborate with ODL stakeholders to network and share information**							R180,000			
117	Network and share information							Secr,CM's,Cons			
118	**Identify research needs**	R100,000									
119	Conduct a research needs workshop	Secr,Cons									
120	**Determine impact of materials on social problems affecting ODL clientele**						R300,000				
121	Undertake a study to establish materials addressing social problems, HIV/AIDS in ODL		Task teams								
122	Assess impact of research in gender, poverty, human abuse and HIV/AIDS						Task teams				
123	**Strengthen policy dev and promote the sharing of research information**						R180,000				
124	Establish a regional database on the impact of HIV/AIDS						Secr,Cons				
125	**Promote, facilitate development of research and intervention programmes**							R10,000			
126	Develop a regional mechanism for research in the field of education and training							Secr,Cons,CM's			
127	Undertake joint research activities							CM's			
128	**Inform decision-making in the fight against HIV/AIDS**							R5,000			
129	Collaborate with Government and stakeholders involved in policymaking							Exco,Secr			

5.6 GOAL 6: TO EXCHANGE MATERIALS AND EXPERTISE

ID	Task Name	Timeline
130	**GOAL 6: TO EXCHANGE MATERIALS AND EXPERTISE**	R425,000
131	**Facilitate the sharing of materials**	R220,000
132	Develop project proposal for the establishment of database (Refine SADC–Proposal)	Secr
133	Solicit funding for development of database	Exco
134	Analyse requirements for DEASA database and develop tools to solicit information	Exco,Cons
135	Gather information, in line with requirements, from all member institutions	Secr
136	Establish database	Cons
137	Update database on a regular basis	Secr,Cons
138	**To develop policy guidelines on sharing of materials**	R0
139	Establish a Task Team	Exco,Task team
140	Carry out literature review on material sharing practices	Task team
141	Design questionnaire for distribution to member and relevant ODL institutions	Task team
142	Analyse responses	Coordinator
143	Compile discussions and interpretation of findings/results	Task team
144	Compile recommendations and develop a set of guidelines on sharing of materials	Task team
145	**To develop policy guidelines on copyright issues**	R0
146	Obtain information from member institutions on copyright policies/practices	Secr
147	Compile summary of existing policies/practices with recommendations	Nam task team
148	**To share expertise**	R205,000
149	Promote use of own expertise and experience through use of local consultants	Secr,CM's
150	Request members to advertise locally to recruit consultants	CM's
151	Develop database of regional experts and expertise	Secr
152	Hold a 3-4 day conference bi-annually for members to share experiences	◆ 2005/06/01
153	Invite outsiders to present papers	Nam reps

6   Project management

Successful implementation of the strategies for growth and collaboration outlined in this document will depend on the ability of all responsible parties to commit sufficient time and effort to the process. Given the significant fundraising targets and tight deadlines, the implementation process will further require a designated overarching monitoring body/ project office to be established, which will be responsible for tracking progress of projects against set timeframes and budgets and for the communication of progress to the DEASA Chairperson and Executive Committee on a regular basis.

Within the current DEASA structure, the Secretariat is ideally placed to fulfill this role, should it exhibit sufficient capacity to implement basic project management principles and maintain implementation discipline. Project management requires good organisational, administrative and communication skills to ensure progress is measured on both a high and detail level. Some basic rules of successful project management include:

- Consensus on project outcomes should be established early on;

- A comprehensive and viable project plan is required and needs to be kept up-to-date;

- The number of staff required to maintain project management processes needs to fit the need;

- The implementation schedule for projects to be concluded must be realistic;

- Regular communication must be sent out to all stakeholders regarding all initiatives;

    A budget and expenditure focus should be maintained;

- Progress needs to be well supported by the organisational leadership.

For the Secretariat to act as a project office for the implementation of DEASA's strategic goals, it will need to perform the following functions:

- Maintaining regular communication with all parties to assess progress;

- Tracking and updating all project information electronically;

- Compiling progress reports for the Executive Committee and briefing them on progress as requested.

7   Conclusion

DEASA is facing an exciting and challenging year in 2004, and has set itself ambitious but reachable goals to attain. Key to successful implementation will be the association's ability to communicate, work together in teams internally, and provide peer leadership to all parties concerned. Then certainly DEASA is set to become the powerhouse in ODL in Southern Africa.

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ANNEXURE A: DETAIL ACTION PLANS FOR IMPLEMENTATION

LESOTHO	STRATEGIC GOAL 1(Priority 1): TO TRANSFORM AND STRENGTHEN DEASA INTO AN EFFECTIVE, VIABLE AN SUSTAINABLE REGIONAL ASSOCIATION				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
Strengthen Permanent Secretariat	▪ Identify suitable location for Secretariat	▪ Executive Committee	June/July 2004	R204, 000	▪ Staff appointed by February 2005
	▪ Define duties and functions for the Secretariat	▪ Executive Committee	June/July 2004	R83, 000	▪ Office space occupied and facilities prepared by September 2004
	▪ Recruit appropriate staff	▪ Executive Committee	June/July 2004	N /a	▪ Duties and functions defined and documented, and necessary bylaws compiled
	▪ Improve organizational effectiveness			N /a	
Extend membership to all SADC countries	▪ Identify and recruit DE/ODL institutions in SADC-region	▪ Country associations	Ongoing	R5, 000	▪ Increased membership by end-2004
	▪ Produce and disseminate DEASA brochure, information booklets and pamphlets	▪ South Africa ▪ Country associations ▪ Secretariat	June 2004	R50, 000	▪ Produced brochures, information booklets and pamphlets
	▪ Continue alliance with SADC Secretariat as an avenue for marketing DEASA	▪ Country associations	Ongoing	R300, 000	▪ Increased collaboration

LESOTHO	STRATEGIC GOAL 1(Priority 1): TO TRANSFORM AND STRENGTHEN DEASA INTO AN EFFECTIVE, VIABLE AN SUSTAINABLE REGIONAL ASSOCIATION				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
Strengthen Extended Representative Organ	▪ Establish country associations ▪ Formally request NADEOSA to assist DEASA member countries with selling their national associations	▪ Country representatives	August 2004	Subscriptions, premiums	▪ Established country associations
Continuously review overall goals and objectives of DEASA	▪ Ensure comprehensive bi-annual reporting	▪ Country members	March and September annually	Per diem & transport costs: members attending	▪ Reports: — Institutional/Country — Chairperson — Secretariat — Progress on Strategic Plan
	▪ Conduct a periodic internal performance audit	▪ Executive Committee	June 2004	Per diem and transport costs (Exco)	▪ Internal audit report
	▪ Conduct an annual external audit	▪ Executive Committee	June 2004 (annually)	R50,000	▪ External audit report
Secure adequate resources for effective DEASA operations	▪ Arrange and secure funding from external sources	▪ Secretariat	Immediate and ongoing	R30,000	▪ Written proposals on identified DEASA projects
	▪ Explore and harness internal sources	▪ Country members ▪ Country Associations	Immediate and ongoing	R25,000 R1,000 - R2,000	▪ Funds and resources from donors secured ▪ Physical visits and networking consultations

LESOTHO	STRATEGIC GOAL 1(Priority 1): TO TRANSFORM AND STRENGTHEN DEASA INTO AN EFFECTIVE, VIABLE AN SUSTAINABLE REGIONAL ASSOCIATION				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
				R10,000	undertaken ▪ Funds and resources secured from internal sources - ministries, NGO's, membership fees, entrepreneurs
	▪ Organize and engage in fundraising activities	▪ Secretariat ▪ Country Associations	Immediate and ongoing	R25,000 R10,000	▪ Reports submitted on fundraising activities and fundraising income received

Promote DEASA through marketing	▪ Advertise DEASA functions and activities through DEASA website and media (press conferences, banners, news papers, television etc.)	▪ Secretariat	Immediate and ongoing	R1, 000 - R2, 000	▪ Seed money to country associations ▪ Advertisements and promotions
	▪ Hold courses and conferences ▪ Hold 3 – 4 day conference every two years at which members will present papers.	▪ Secretariat ▪ Country Associations	Immediate and ongoing	R25, 000	▪ Reports on conferences and workshops held

BOTSWANA	STRATEGIC GOAL 2 (Priority 2): TO PROMOTE RESEARCH AND DEVELOP REGIONAL POLICY GUIDELINES FRAMEWORK FOR ODL				
PERFORMANCE OBJECTIVE	**ACTION (S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
Goal 2.1 To develop regional policy guidelines framework for ODL					
Develop frameworks in ODL.	▪ Develop and present the frameworks, assigned as follows: - Quality assurance: Namibia - Learner support: Botswana - Synchronized regional accreditation: South Africa - Collaborating, consolidating partnership and networking: Swaziland	▪ Subcommittee ▪ Country members	September 2004	Country member cost	▪ Frameworks presented and adopted
Compilation of policy guides	Compile the framework policy guidelines	Secretariat	December 2004	R20,000	Consolidated DEASA policy guide compiled

Goal 2.2 To promote research in ODL

Develop framework/ guidelines for carrying out research	▪ Constitute sub-committee	▪ Executive Committee	April 2005	n/a	▪ Sub-committee constituted
	▪ Draw up sub-committee terms of reference	▪ Executive Committee	May 2005	n/a	▪ Terms of reference developed and assigned to sub-committee
	▪ Adopt and implement research development framework	▪ Sub-committee	September 2005	n/a	▪ Framework developed and adopte
Identify ODL research areas	▪ Countries submit justified research areas	▪ Country members	April 2004	n/a	▪ List of justified research areas
	▪ Consolidation and prioritization of research areas	▪ Executive Committee	April 2004	n/a	▪ Prioritized lists of research areas
	▪ Situation analysis of expertise, knowledge and competence in carrying out research	▪ Executive Committee	April 2005	R100,000	▪ Situation analysis report & profile experts submitted
	▪ Prioritize research areas of need	▪ Executive Committee	April 2005	n/a	▪ Research areas of need prioritize
Conduct capacity building workshops and seminars	▪ Conduct workshops annually	▪ Country members	March 2005	R50,000	▪ Annual workshop conducted
	▪ Conduct seminars annually	▪ Country members	March 2006	R100,000	▪ Annual seminars conducted
Undertake research in priority areas	▪ Develop research proposals collaboratively with professionals and learners	▪ Country members	July 2005	n/a	▪ Research proposals submitted
	▪ Carry out research	▪ Country member researchers	March 2006	R100,000	▪ Research reports presented to DE least one per country)

SOUTH AFRICA **STRATEGIC GOAL 3 (Priority 5): TO FACILITATE THE SHARING OF INFORMATION, MATERIAL AND EXPERTISE**

Goal 3.1   Facilitate the sharing of information and materials

PERFORMANCE OBJECTIVE	ACTION(S)	INSTITUTION/ RESPONSIBLE PERSON	TIME FRAME	ESTIMATED COST	SUCCESS INDICATORS
Facilitate the sharing of information and materials	▪ Develop project proposal for the establishment of database (Refine SADC-proposal)	▪ Secretariat	June 2004	n/a	▪ Project proposal approved by the Exco
	▪ Solicit funding for development of database.	▪ Executive Committee	December 2004	N/a	▪ Funding secured
	▪ Analyse requirements for DEASA database and develop tools to solicit relevant information	▪ Executive Committee ▪ Consultant	March 2005	R20,000	▪ Requirements for database approved
	▪ Gather information, in line with requirements, from all member institutions (i.e. on information, programmes, materials and expertise)	▪ Secretariat	June 2005	N/a	▪ Relevant information obtained
	▪ Develop a review instrument ▪ Establish database	▪ SAIDE ▪ Consultant	September 2005	R180,000	▪ Database accessible through website

Goal 3.2   To share expertise

PERFORMANCE OBJECTIVE	ACTION(S)	INSTITUTION/ RESPONSIBLE PERSON	TIME FRAME	ESTIMATED COST	SUCCESS INDICATORS
To share expertise	▪ Promote use of own expertise and experience through use of local consultants	▪ Secretariat ▪ Country members	Ongoing	n/a	▪ Country reports and institutional reports ▪ Advertisements, bulletins and news papers
	▪ Request members to advertise locally to recruit consultants	▪ Country members	Ongoing	N/a	▪ Bulletins & News Papers

SOUTH AFRICA	STRATEGIC GOALS 4 + 7 (Priority 3): TO STRENGTHEN CRITICAL CAPACITY AND PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
▪ **Develop an ODL Training of Trainers Programme**	▪ Develop a proposal (SADC TCDE adapted) for training of trainers on various aspects of ODL, e.g. learner support, management, ICT (including COL, UNESCO on-line Courses), and curriculum design and development, according to identified priority needs.	SAIDE / UNISA	July 2004	R250,000	Proposal produced
	▪ Solicit and secure funds	Executive ▪ Committee	May 2005 - June 2006		Funds secured
▪ **Improve the design and use of ICTs in ODL delivery, in terms of:** **Accessibility,**	(Personnel, necessary technical expertise and resources)	▪ DEASA Regional Meeting ▪ Executive Committee			Workshop successfully organized

SOUTH AFRICA	STRATEGIC GOALS 4 + 7 (Priority 3): TO STRENGTHEN CRITICAL CAPACITY AND PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY				
PERFORMANCE OBJECTIVE	ACTION(S)	INSTITUTION/ RESPONSIBLE PERSON	TIME FRAME	ESTIMATED COST	SUCCESS INDICATORS
▪		▪ Country Members	June 2007 August 2004		National training programmes organized Evaluation carried out and report produced

SOUTH AFRICA	STRATEGIC GOALS 4 + 7 (Priority 3): TO STRENGTHEN CRITICAL CAPACITY AND PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
▪ **particularly to areas which were previously disadvantaged** ▪ **Ability to use ICT**	▪ Organize regional training workshop (2 weeks staggered) to assist trainers to develop training programmes to meet their country or institutional needs – 2 persons per country ▪ Assist trainers to implement national training programmes ▪ Ongoing Monitoring and Evaluation of the training and programme. ▪ Undertake an audit on the status of ICT use in ODL				
	▪ Adapt SADC TCDE proposal ▪ Develop Terms of Reference for Consultants/ Research Committees	▪ Executive Committee ▪ Executive Secretary	September 2004	n/a	▪ Terms of Reference approved
	▪ Solicit and secure funds	▪ Executive Committee ▪ Executive Secretary	November 2004	R17,000 (traveling expenses)	▪ Funds received

SOUTH AFRICA	STRATEGIC GOALS 4 + 7 (Priority 3): TO STRENGTHEN CRITICAL CAPACITY AND PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
	▪ Conduct open tendering process ▪ Select regional and national consultants, or identify research committees through universities or research institutions	▪ Executive Committee	September 2004	n/a	
Conduct a workshop to develop an ICT Strategy and facilitate the development of a supporting policy environment for ICTs	▪ Establish what recent workshops have been conducted on the use of ICT in ODL ▪ Solicit inputs from members	▪ Executive Committee ▪ Country representatives	September 2004	n/a	▪ A project initiated to address findings and develop competencies
	▪ Solicit funds for workshops	▪ Executive Committee, ▪ Country members	November 2004	n/a	▪ Funds secured for workshop
	▪ Arrange and conduct workshop to develop an ICT strategy and implementation plan	▪ Executive Committee ▪ Facilitators	December 2004	R17,000 (traveling expenses	▪ Workshop arranged and conducted

SOUTH AFRICA	STRATEGIC GOALS 4 + 7 (Priority 3): TO STRENGTHEN CRITICAL CAPACITY AND PROMOTE THE USE AND INTEGRATION OF ICT INTO PROGRAMME DELIVERY				
PERFORMANCE OBJECTIVE	ACTION(S)	INSTITUTION/ RESPONSIBLE PERSON	TIME FRAME	ESTIMATED COST	SUCCESS INDICATORS
	▪ Write a report on the status of ICT use in education and training, and recommendations on how to improve the design and use of ICT delivery in ODL which includes: — Ways in which ICT could be used to facilitate collaboration in the development, sourcing, use and sharing of ICT in providing education and training through distance education — Ways in which ICT could be integrated in ODL and also could facilitate greater collaboration in ODL in the region	▪ Facilitators ▪ Executive Committee	January 2005	n/a	▪ A comprehensive report on the status of ICT use in education and training, and recommendations on how to improve the design and use of ICT delivery, submitted to Exco
Facilitate collaboration in the development, sourcing, use and sharing of ICT in supporting education delivery among the SADC member states	▪ Convene a regional workshop to consider the draft report and to develop an ICT implementation business plan	▪ Country members ▪ Executive Committee ▪ Regional representatives ▪ Facilitators	February 2005	R17,000	▪ Development of implementation plan on the integration and use of ICTs in ODL in the region

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
Goal 5.1: Policy development					
Create a supporting policy environment for the fight against HIV/AIDS within DEASA and similar institutions	▪ Select experts on matters dealing with HIV/AIDS drawn from DEASA member institutions and form a steering committee for the implementation of the programme	▪ Country members	May 2004	n/a	▪ Experts selected ▪ Supporting policy environment created ▪ Steering committee formed

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
Develop a policy to guide the programme in line with the SADC Health Sector which sets guidelines for all DEASA member countries	▪ Review existing education policies on HIV/AIDS, paying particular attention to the following issues: – Provision of education to orphans; – Provision of government funding/sponsorship to adult learners who are living with HIV/AIDS; – Condom distribution in institutions and learning centers; – Provision of counseling and voluntary testing services in ODL institutions and learning centers; – Incorporation of HIV/AIDS education in ODL programmes; – Flexible attendance rules and requirements to accommodate AIDS related absenteeism;	▪ Steering Committee	August 2004	R120,000	▪ Review exercise conducted ▪ Policy developed and submitted to Exco
	▪ Develop appropriate policy to serve as a guide and disseminate to DEASA member institutions	▪ Executive Committee ▪ Secretariat	August 2005	R30,000	▪ Appropriate policy development completed
	▪ Facilitate the development and implementation of national policies to address HIV/AIDS in ODL	▪ Country members ▪ Executive Committee	November 2005	n/a	▪ Developed policy implemented

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
Mobilize resources for implementation of strategies intended to mitigate the impact of HIV/AIDS	▪ Develop a mechanism to monitor implementation of policy in DEASA member institutions	▪ Executive Committee	August 2005	R30,000	▪ Mechanism to monitor implementation of policy created
Goal 5.2: Incorporation of HIV/AIDS education and training in ODL programmes					
Assess current DEASA curricula for HIV/AIDS relevance	▪ Establish a committee to assess existing curricula with the aim to develop a curriculum framework including monitoring and evaluation instruments	▪ Country members	May 2004	n/a	▪ Committee in place ▪ Curriculum framework in place
	▪ Facilitate collaboration of NGOs and non-member institutions to share information on programmes and teaching materials	▪ Executive Committee ▪ Country members	October 2004	n/a	▪ Collaboration and sharing of information on programmes and teaching materials facilitated
Promote exchange of information among DEASA members	▪ Facilitate the joint development and/or sharing of materials throughout DEASA institutions ▪ Monitor development and sharing of materials	▪ Executive Committee ▪ Secretariat	October 2004	n/a	▪ Joint development initiatives and sharing undertaken
Create awareness and mobilize support in the campaign against	▪ Enlist assistance from governmental structures and NGOs to avoid conflict and contradictions	▪ Secretariat	March 2005	n/a	▪ Assistance mechanisms in place ▪ Reduced stigmatization ▪ Increased awareness of HIV/AIDS

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
HIV/AIDS	▪ Establish an HIV/AIDS network among DEASA member institutions	▪ Secretariat	February 2005	R180,000	▪ Network on HIV/AIDS established ▪ Exchange of information takes place
Equip learners and facilitators/ instructors with knowledge and skills that are life-enhancing	▪ Encourage and promote initiatives throughout the DEASA membership to educate ODL learners and personnel on how to live with HIV/AIDS from a health, social and cultural perspective	▪ Executive Committee ▪ Consultants	September 2004	R20,000	▪ Initiatives to educate ODL learners and personnel conducted
	▪ Empower facilitators/ instructors to effectively impart information and appropriately handle learners affected by HIV/AIDS	▪ Executive Committee ▪ Country members	October 2004	R60,000	▪ Training conducted on dealing with HIV/AIDS
Facilitate a change of attitude towards HIV/AIDS and people living with HIV/AIDS and reduce stigmatization	▪ Put in place intervention programmes on HIV/AIDS in all DEASA member institutions and be open to learn from experiences of similar initiatives	▪ Executive Committee ▪ Secretariat	March 2005	R60,000	▪ Modalities defined of intervention programmes on HIV/AIDS in ODL
	▪ Encourage voluntary HIV/AIDS testing in ODL institutions	▪ Executive Committee ▪ Secretariat	March 2005	n/a	▪ Voluntary testing conducted in DEASA institutions
Goal 5.3: Development of materials for social problems and HIV/AIDS in ODL					
Develop educational materials addressing groups at risk in ODL that	▪ Conduct a needs assessment to assess current materials available to support initiatives addressing social problems and HIV/AIDS in ODL	▪ Country members ▪ Selected team	August 2004	R200,000	▪ Needs assessment finalised

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
address social problems and are gender sensitive	▪ Prioritise identified needs/ requirements for materials development	▪ Country members ▪ Selected team(s)	November 2004	n/a	▪ Identified needs prioritised
Identify, develop and disseminate appropriate and current information in relation to social problems including HIV, AIDS and STDs	▪ Conduct in-country workshops and seminars for materials developers to instill awareness of the need for HIV/AIDS sensitive materials	▪ Country members	February 2005	R50,000	▪ Workshops conducted ▪ Appropriate, current and relevant information on social problems disseminated
	▪ Design/ develop goals and objectives for materials development and production	▪ Country members ▪ Dev team	August 2004	n/a	▪ Goals and objectives designed and agreed to
	▪ Develop materials	▪ Country members ▪ Dev team	September 2004	n/a	▪ Materials developed
	▪ Conduct preliminary materials evaluation	▪ Country members ▪ Dev team	February 2005	n/a	▪ Preliminary evaluations completed
	▪ Revise materials	▪ Country members ▪ Dev team	March 2005	n/a	▪ Materials revised
	▪ Develop final products for dissemination	▪ Country members ▪ Dev team	May 2005	n/a	▪ Final products developed

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	ACTION(S)	INSTITUTION/ RESPONSIBLE PERSON	TIME FRAME	ESTIMATED COST	SUCCESS INDICATORS
Collaborate with regional agencies/ institutions & target groups to identify and implement intervention strategies	▪ Organise in-country training workshops and seminars on HIV/Aids materials development for those who train others	▪ Country members	April 2005	R150,000	▪ TOT workshops conducted ▪ Appropriate intervention strategies identified and implemented
Collect information on HIV/AIDS	▪ To gather, collate and make accessible information from various sources on gender, poverty, human abuse and HIV/AIDS, conduct lectures/ training/ workshops/ seminars	▪ Country members	April 2005	R150,000	▪ Lectures, workshops and seminars conducted
	▪ Disseminate materials	▪ Country members	July 2005	R50,000	▪ Up-to-date information available
Collaborate with ODL stakeholders to network and share information	▪ Network and share information	▪ Secretariat ▪ Consultant ▪ Country members	August 2005	R180,000	▪ Collaboration with stakeholders facilitated ▪ Networking and sharing of information implemented
Goal 5.4: Conducting research into materials development for social problems and HIV/AIDS in ODL					
Identify research needs	▪ Conduct a research needs workshop	▪ Secretariat ▪ Consultant	June 2004	R100,000	▪ Research needs identified
Determine the impact of materials on social problems	▪ Undertake a study to establish the current position with regard to materials addressing social problems and HIV/AIDS in ODL	▪ Country task teams	July 2004	R250,000	▪ Research study conducted

SWAZILAND	STRATEGIC GOAL 5 (Priority 4): TO SUPPORT INITIATIVES ADDRESSING SOCIAL PROBLEMS & HIV/AIDS IN ODL				
PERFORMANCE OBJECTIVE	**ACTION(S)**	**INSTITUTION/ RESPONSIBLE PERSON**	**TIME FRAME**	**ESTIMATED COST**	**SUCCESS INDICATORS**
affecting ODL clientele	▪ Undertake impact assessment of previous research activities in gender, poverty, human abuse and HIV/AIDS	▪ Country task teams	January 2005	R50,000	▪ Impact of materials in social problems affecting ODL identified
Strengthen policy development and promote the sharing of research information	▪ Establish a regional database on the impact of HIV/AIDS	▪ Secretariat ▪ Consultant	February 2005	R180,000	▪ Policy developed ▪ Sharing of research information facilitated
Promote and facilitate collaborative development of HIV/AIDS and infectious diseases research and intervention programmes	Develop a regional mechanism for research in the field of education and training	▪ Secretariat ▪ Consultant ▪ Country members	May 2005	See Goal 5, Objective 5.3	▪ Research and intervention programmes conducted
	▪ Undertake joint research activities	▪ Country members	May 2005	R10,000	▪ Joint research activities conducted
Inform decision - making in the fight against HIV/AIDS	▪ Collaborate with Government and stakeholders involved in policymaking	▪ Exco ▪ Secretariat	June 2005	R5,000	▪ Decision-makers informed