

CABO VERDE
Ministry of Education

National Education Forum Action Plan

Consultant: Said Belkachla

Praia, 3-9 May 2017

Content

Background

Objective of the NEF

Expected results

Preparation phase

Setting committees

- The Team Leader
- The Organizational Committee
- The Forum implementation Coordinators
- The Technical Committee
- The Scientific Committee

Planning the event

Setting a date

Defining the scope of the audience

Finding location

Setting the agenda

Organizing partners coordination meeting

Calling for contributions

Inviting elected officials and policy makers

Putting together Publicity and media plan

Defining source of funding

Evaluation and follow-up

Evaluation of the event

Post-forum follow-up

Annexes

Background

The Ministry of Education, in compliance with the principles of democracy, transparency, openness, plurality of opinions, participation and responsibility of citizens and society in general, intends to organize a National Education Forum, with a view to implementing the Program of the IX Legislature in the fields of Education, Science, Technology and Innovation.

The Program of the IX Legislature envisions “an education of excellence, equitable and inclusive (...) and an educational system integrated in the concept of the knowledge economy and in a school and university environment with a culture of research, experimentation and innovation, providing to the Cape Verdean youth language proficiency, science and technology, a cosmopolitan profile in their relationship with the world, enhancing values and motivating for lifelong learning”.

The Forum will be supported by the following official political and planning framework:

- Strategic Plan for Sustainable Development (SPSD) 2017-2021, coordinated by the National Planning Directorate of the Ministry of Finance in a participatory process that engaged stakeholders.
- It is in line with the Government's Program for the IX Legislature, the Vision of the Nation for the Future (Cape Verde 2030) and the United Nations Sustainable Development Goals (SDGs).
- Report of the state of the National Education System (RESEN) Cabo Verde (2011). UNESCO / BREDA - Pôle de Dakar.
- Elements of Sectorial Analysis of Education in Cabo Verde: More Effective and Equitable Services for Growth and Employment (2015), a study supported by UNICEF.
- Strategic Plan of Education 2017 - 2021

Objective of the Forum

Public forums are the most common way for government officials, elected representatives and citizens to come together to discuss matters of public concern. They are particularly useful for stimulating discussion, helping define problems, and developing solutions to them.

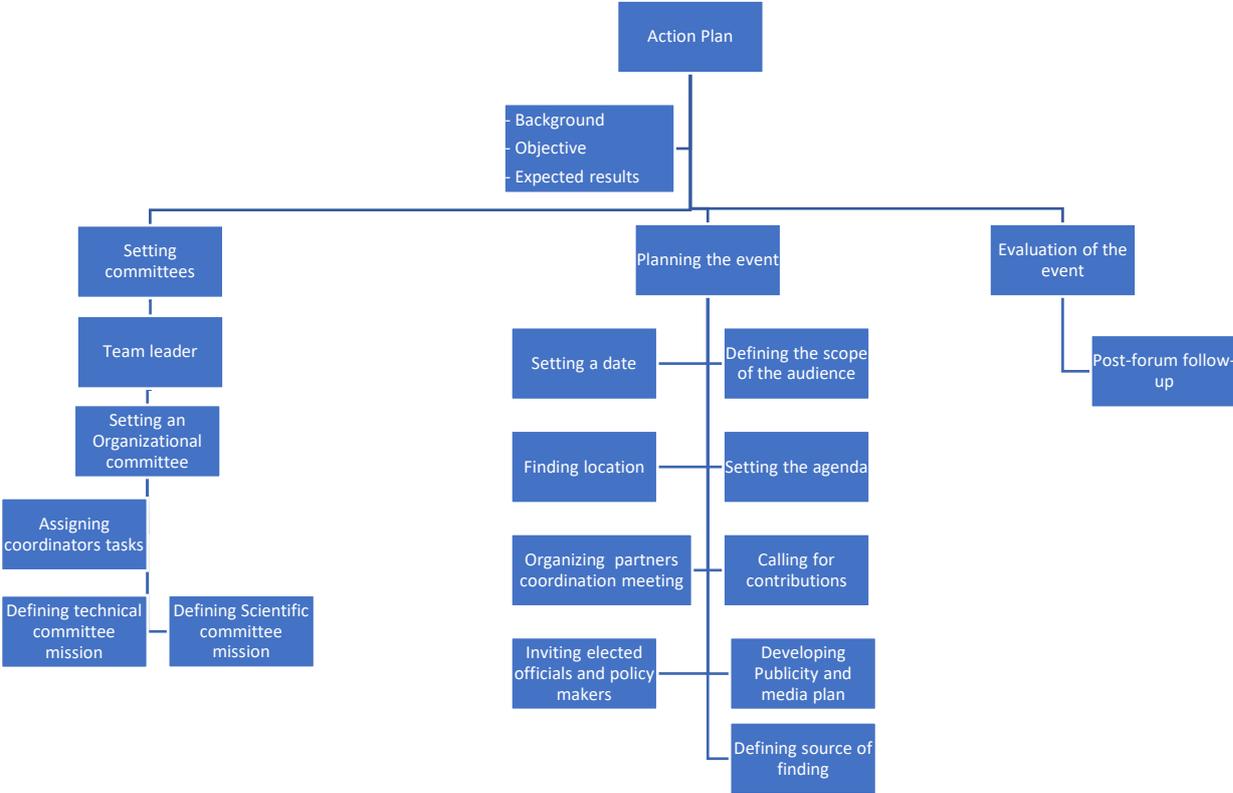
National Education Forum (NEF) is a very effective way to raise awareness in the community and to get various stakeholders involved in the development of education. It can provide an opportunity for the stakeholders to join forces, demand action on a set of issues and advocate for change.

Engaging with leaders, managers, teachers and students, the Forum will mobilize expertise and inputs from across the entire sector and partners to shape best practices in selected thematic areas of high priority defined in the Strategic Plan of Education 2017 – 2021. This open dialogue will be a great opportunity to articulate these priority areas into potential programs for action that will feed the development of the operational plans of the Strategic Plan of Education.

Expected results

- High priority orientations of the Strategic Plan of Education are shared with and explained to the entire education community.
- These high priority orientations are articulated into potential programs for action.
- Innovative policies and practices are defined within each program of action for further development into the implementation plans.

Structure of the Action Plan



Preparation phase

Setting Committees and assigning tasks:

There is a lot to do to make the Forum successful. Below are suggestions of how to divide the tasks. One person may take on several of these roles, or many people may split them up. The important thing is that all of these responsibilities are fulfilled and that there is one point person overseeing the entire project.

- **The Team Leader Responsibilities:** Mr Gerson Semedo, Advisor to the Minister, is the maestro of the orchestra of the Forum. He oversees all Committees and reports to the Minister of Education. His mission will be to:
 - Keep the big picture in mind;
 - Keep track of everyone's progress;
 - Support each team member with their responsibilities;
 - Manage budget.

- **The Organizational Committee Responsibilities:** The key to a successful public forum is planning and preparation. The Organizational Committee reports to the Team Leader. Its mission will be to
 - Ensure the step-by-step preparation of the Forum;
 - Prepare the draft texts relating to the organization of the Forum;
 - Develop the terms of reference for the organization of the Forum;
 - Propose to the scientific committee the list of participants in the Forum;
 - Send an invitation to speakers.

- **The Forum implementation Coordinators:** The Organizational Committee should designate a set of Coordinators to follow-up on specific aspects of the organization of the Forum. The Forum implementation Coordinators report to the Organizational Committee and could cover the following responsibilities:
 - **The Program Coordinator Responsibilities:** Organize the actual program for the forum; Coordinate the agenda with the Scientific Committee; Network with local organizations and advocates to find good speakers; Manage the panel moderators during the forum and help move the program along smoothly.
 - **The Site Coordinator Responsibilities:** Reserve the site; Coordinate all the physical aspects of the event; Coordinate the banners, chairs, tables, handouts, sign in table, sound system, refreshments, etc.
 - **The Media Coordinator Responsibilities:** Invite the media; Contact local newspapers and television and radio stations; Make public announcements and advertisements; Write a press release; Consider a social media and/or website component.

- **The Secretariat Coordinator Responsibilities:** Producing a detailed and accurate record of the forum is very important, and allows any suggestions or comments to be followed up and considered in the actual decision-making process. Often, tape recorders are used to make sure that all comments are captured precisely. If the forum is not being recorded it may be useful to have two people act as note-takers. The Secretariat Coordinator Responsibilities will be to collect and communicate documentation of the forum; Make certain that public comments and statements are accurately and properly documented; Draft a report of the forum afterwards and distributing it to the participants and anyone else who is interested in the forum.

- **The Technical Committee Responsibilities:** This team is made up of actors from the ministries involved and resource persons. It reports to the Organizational Committee and is responsible, inter alia, for:
 - Preparing all the documents to support the work of the Forum;
 - Ensuring the logistics necessary for the smooth running of the Forum;
 - Ordering catering and refreshments;
 - Managing the secretariat desk.

- **The Scientific Committee Responsibilities:** This committee is composed of selected experts from the Ministries involved, academia researchers, external experts. It reports to the Organizational Committee. The mission of this committee will be to:
 - Ensure the scientific preparation of the Forum: review and validation of the agenda draft, consolidation of the Forum topics, identification of speakers, selection of papers and talks;
 - Prepare TORs for recruiting experts and manage their contribution
 - Finalize and pre-validate documents submitted to the Forum;
 - Facilitate the implementation of the mechanism for monitoring the implementation of the recommendations of the work of the Forum.

The organizational Committee has been previously nominated. Directors of various departments of the Ministry of Education have been asked to be represented by a member or two in the Organizational Committee. These include 13 representatives acting as advisors to the Minister for Cooperation, Communication, Education and Higher Education, the Director of the Cabinet of the Minister, the National Direction of Education (General education and TVET), the University Institute of Education, the Directorate of Planning and Studies, the General Directorate of Higher Education. Some members will be also acting as Coordinators for specific tasks or members of the Technical Committee. Half of the 10 members foreseen for the Scientific Committee have been nominated from the previous Committees while the other half will be identified from the academic arena. (See lists of the members of Committees in Annex 1).

Planning the Event

Setting a date

The Forum is planned to be held on 8-10 November 2017. This date is determinant for setting the timeline backward to ensure that all the planned activities are executed on time before the event takes place. (See the Macro Timeline in Annexe 4).

Defining the scope of the audience

The Forum will attract around 250-300 participants from various stakeholders involved in the development of education:

- Ministry of Education and other Ministries (Ministry of Family and Social Inclusion, Ministry of Sports, Ministry of Culture, Ministry of Finance, Ministry of Economy and Employment, Ministry of Health, Ministry of Plan, Ministry of Justice and Work, Ministry of Infrastructure, Ministry of Agriculture and Environment)
- Technical and Financial Partners
- Regional Delegates of the Ministry of Education
- Educational beneficiaries (associations of students and parents)
- Coordinators of programmes, Directors of schools, Teachers unions,
- Universities (public and private)
- Civil society, NGOs
- Etc.

Since Santiago Island host government structures and the largest Higher education institutions, the audience will target one third of the participants from regional islands. Also, the Forum will seek participation of at least 5 experts from abroad.

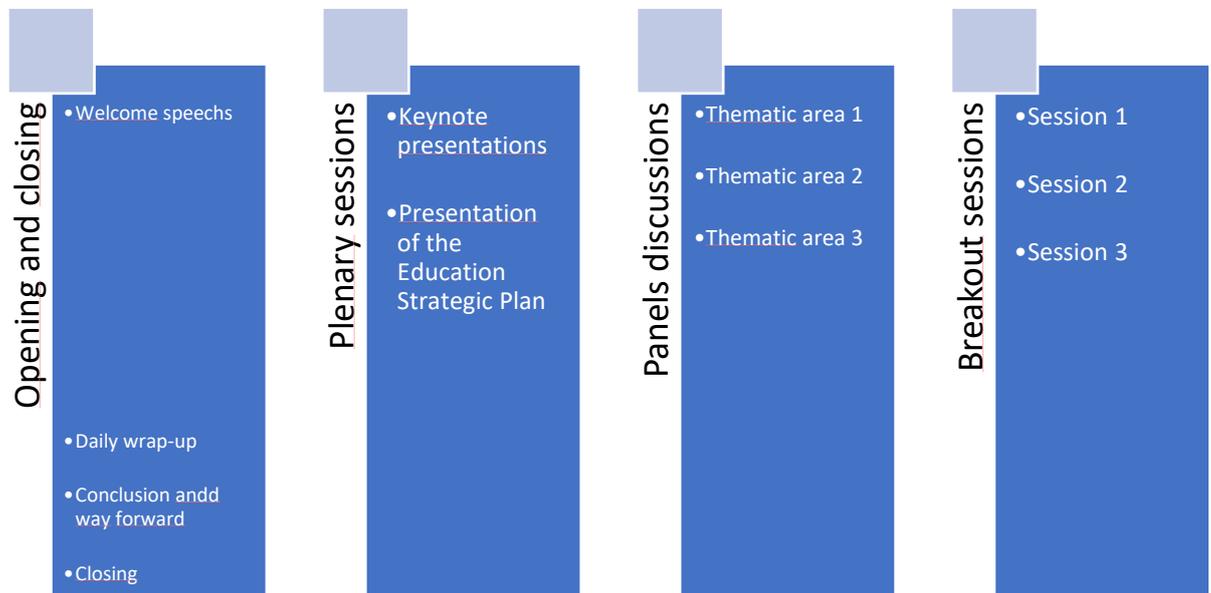
Finding location

The location for the event will set the tone. Here are some things to consider when selecting a venue:

- Will this place naturally draw an audience?
- Will be there any fee to use this space?
- Will be there a large auditorium, enough small rooms, special needs accessibility, etc.?
- Will be there enough microphones or appropriate audio-visual equipment?
- Is the site accessible by public transportation?
- Is parking easily available?

Setting the agenda

The tone of the forum should be cheerful but serious and it should end positively, looking forward to future action. The format of the Forum will be articulated as follows (See Annex 2):



The opening session:

- ❖ Welcome: Given by VIP people or celebrity.
- ❖ Introduction: An overview of the issues to be discussed at the forum; probably by the person who will act as moderator for the rest of the event.

The Plenary presentations session:

- ❖ Opening Remarks: Given by a high-profile person or keynote speaker. This presentation gives the tone for the thematic area of the day. It should show innovative policies or practices relevant to the theme.
- ❖ Presentation of the Education Strategic Plan: Thematic area of the day. One of the authors of the Education Strategic Plan should highlight the main dysfunctions of the Cape Verdean Education system displayed in the Sector analysis and show what orientations the Strategic Plan foresees to overcome these dysfunctions.

The Panel Discussion session:

- ❖ Moderator facilitating 3 panellists speaking about their experiences with the issue at hand. (Each speaker is given 7-10 mn to present its view on the topic, then let them interact the rest of the time with the moderator and the presenter).

The Breakout session:

- ❖ Three parallel sessions on different topics related to the thematic area of the day.
- ❖ Three speakers displaying their expertise on the specific topic.
- ❖ Question and Answer: speakers take questions from the audience.
- ❖ Moderators of the three parallel sessions present to the plenary main lessons learnt and eventually recommendations for the future.

The Closing session:

- ❖ Conclusion and way forward: Give an exciting closing and make sure that the close of the forum is positive and leads to the next action.
- ❖ Closing speech

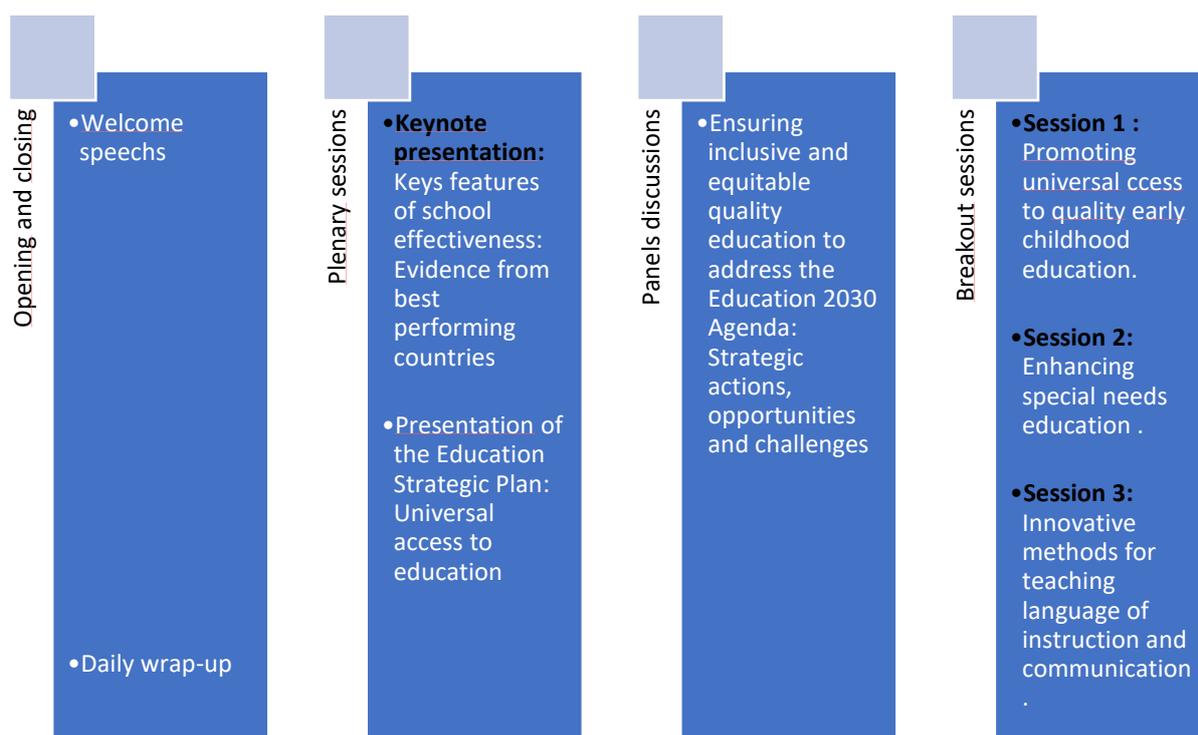
The agenda of the meeting will be focusing on three high priority thematic areas defined in the Strategic Plan of Education:

- ❖ **Thematic area 1: Universal access to education:** The Government Programme 2016-2021 foresees the introduction of a mandatory K12 system. While school coverage seems to be universal at primary school, this is not the case for early childhood and high dropout rates are reported at early grades of secondary education. Enlarging prep-primary experience to all kids, that is inclusive for those of special needs, and fostering learning of the Portuguese language are such potential policies that will support the achievement of universal access to education.
- ❖ **Thematic area 2: Improving quality of education:** Difficulties of learning at secondary education translated by high repetition and dropout rates have two main explanations: on the one hand, it is assumed by secondary teachers that students' skills and competencies previously achieved at primary school are adequate to pursue normally their studies at further education; and on the second hand the curriculum at secondary education is weakly adapted to meet the needs of students with disparate levels of skills. Setting-up mechanisms for school governance through regular assessments, reforming the curriculum and valorisation technical and vocational education would enhance delivery of education of better quality.

- ❖ **Thematic area 3: Improving the access to and the relevance of Public Higher Education Institutions:** Access to Higher Education is extremely unequal according to different socioeconomic background. Also, Higher education institutions leavers found a lot of difficulties to find jobs. The Government Program 2016-2021 envisions High Education as a strategic axe for the State's development, that is competitive and with public universities of high quality. Innovative options for funding studies, diversification of delivery mechanisms and fostering research at universities will enhance the access and relevance of the level of education.

These priority thematic areas will be articulated through the following sub-themes for the breakout sessions:

Thematic area 1: Universal access to education

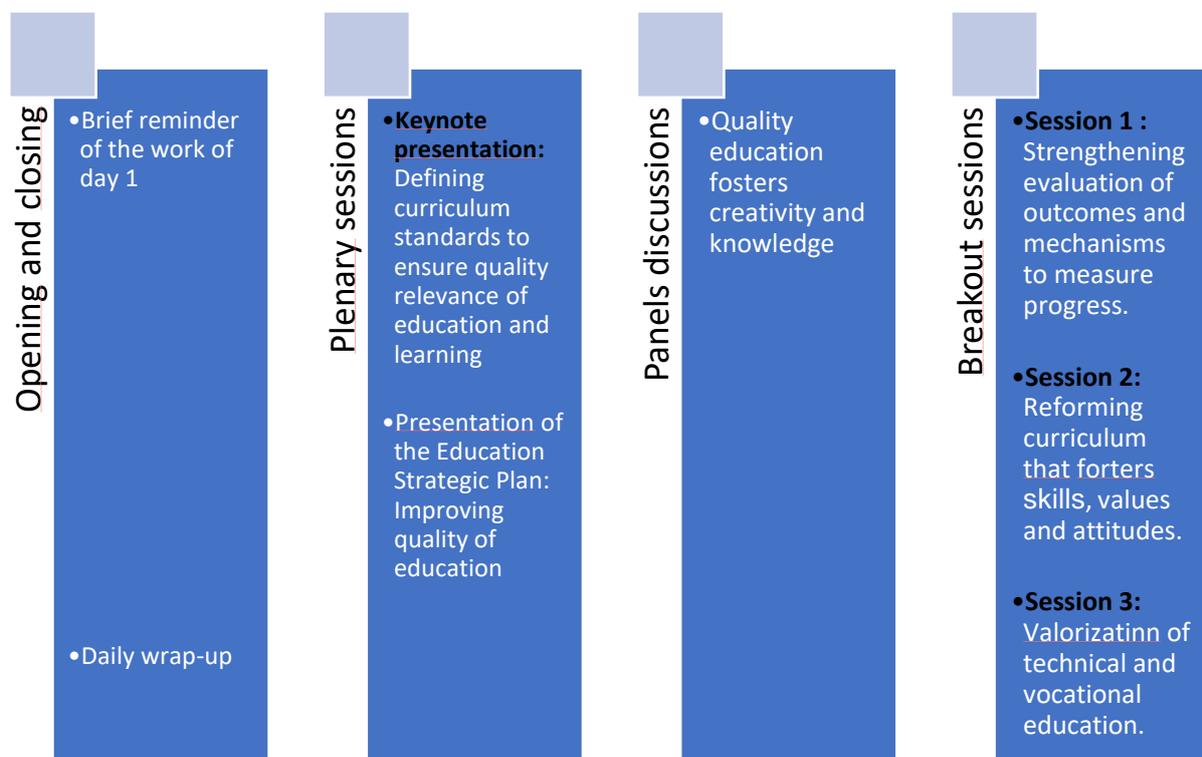


Promoting universal access to quality early childhood education: ECE is the foundation of any education system. It prepares the children to primary education and enhance completion and quality of further education. Main weaknesses identified in the Sector analysis include: 15% of children not attending preschools; 45% of education spaces are inadequate; 70% of educators are not qualified; regulations are quasi inexistent.

Enhancing special needs education: Children with special needs are most at risk to not access school or to drop out early. There is absence of regulations to respond to their needs.

Innovative methods for teaching language of instruction and communication: The Sector analysis showed high repetition and dropout rates at early grades of secondary education. One of the explanation of this phenomena was affected to low language proficiency that is impeding children to pursue their studies in the various disciplines taught in Portuguese. The Strategic Plan of Education foresees introducing learning of Portuguese language as a second language starting from Preschool and reinforcing it in further education.

Thematic area 2: Improving quality of education



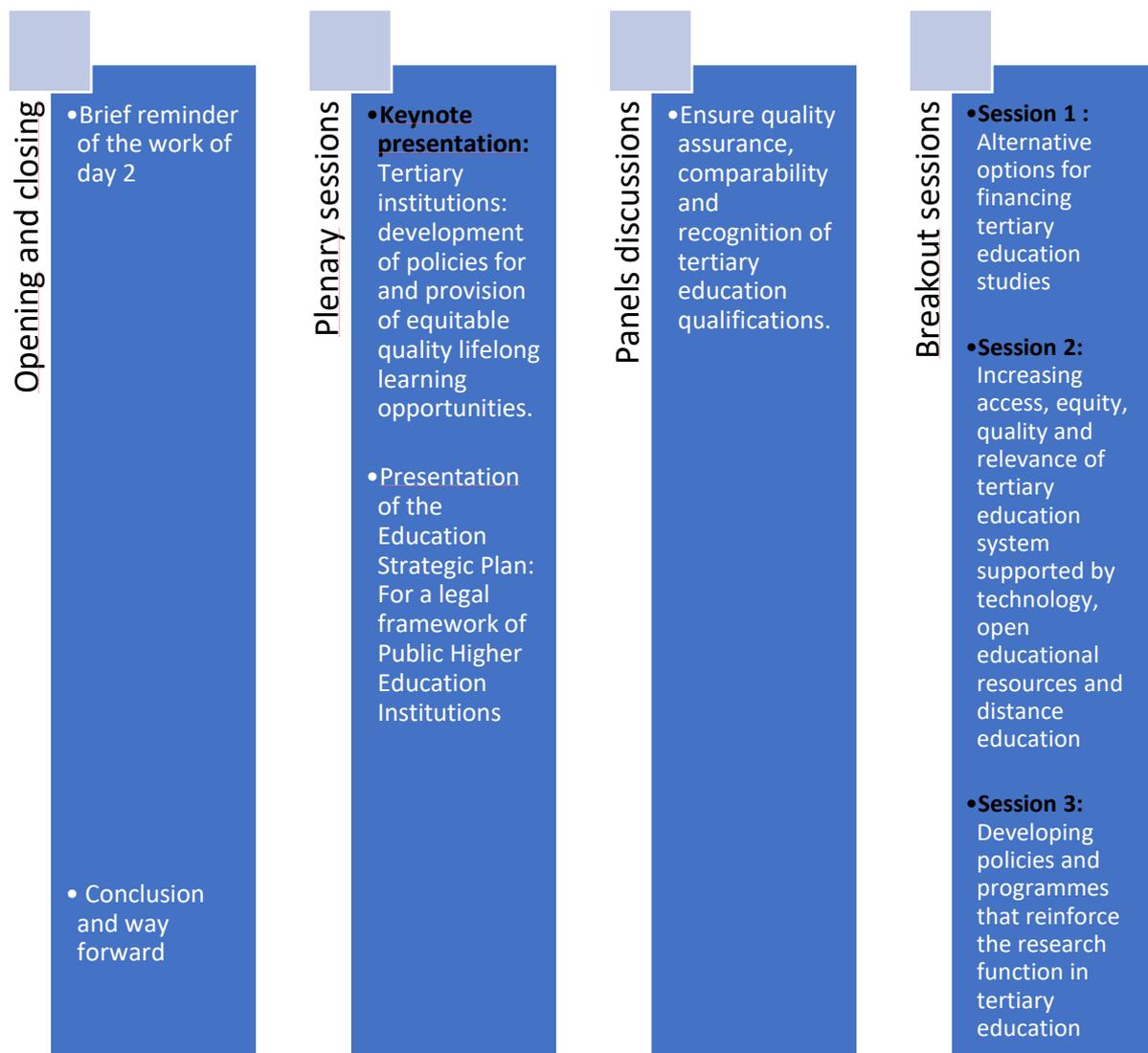
Strengthening evaluation of outcomes and mechanisms to measure school progress: Information on the education outcomes is very scarce. The only external evaluation ever implemented was «Aferida» survey in 2010 for 6th Grade students in Mathematics and Portuguese language. The Sector analysis also noticed the absence of any school governance mechanism that informs the implementation of the curriculum.

Reforming curriculum that fosters skills, values and attitudes: Diversification of curriculum is essential to foster students' competencies in various aspects of personal development, social inclusion and economic growth. The Strategic Plan of Education

foresees promoting curriculum standards that foster innovation, technical and vocational education and skills meeting labour market's needs.

Valorisation of technical and vocational education: Technical and vocational education represents 5% of enrolment at secondary education. There is a need to develop a strategy to make TVET more attractive for students and put in place mechanisms for transversal transits between general education, TVET and Higher education.

Thematic area 3 : Improving the access and the relevance of Public Higher Education Institutions.



Alternative options for financing tertiary education studies: Access to tertiary education is unequally delivered to students from different socio-economic background. According to the Sector analysis, 60% of Higher education institutions are private and families are contributing to 60% of the costs of students' studies. There is a need to find options and mechanisms for funding studies for students from low income families.

Increasing access, equity, quality and relevance of tertiary education system supported by technology, open educational resources and distance education: Delivery of Higher education is of limited access, with low diversification of fields of studies where dominate Arts and Human sciences. There is a need to diversify delivery options of higher education supported by technology, open educational resources and distance education to meet the needs of the various populations and the labour market.

Developing policies and programs that reinforce the research function in tertiary education: The bulk of Higher education teachers are concentrated in Humanities, social sciences, political science and economics. A large percentage of them don't have a doctorate degree. There is a need to develop a critical mass of doctorate teachers that can contribute to the production of knowledge and innovation researches that relate to economic growth and also enhance the quality of learning

Partners' coordination meeting

Organizing a National Forum for Education can be a lot of work and resources. It helps to have partners who can help to deliver the event, as well as providing financial support. Partnering with organizations that are interested in the issue will enhance the success of the forum.

A partners' coordination meeting is planned to be held on 23 May to share with them the Forum Action Plan and get their support.

Potential partner organizations are:

- Technical and financial partners in support of the education sector (UNICEF, the World Bank, Luxembourg Cooperation; Chinese Cooperation; Portuguese Cooperation, GPE Coordination,)
- Ministry of Family and Social Inclusion, Ministry of Sports, Ministry of Culture, Ministry of Finance, Ministry of Economy and Employment, Ministry of Health, Ministry of Plan, Ministry of Justice and Work, Ministry of Infrastructure, Ministry of Agriculture and Environment.

Calling for contributions: Selecting speakers

The letter of invitation to speakers should be sent as early as possible in order to allow time to find alternative speakers if people refuse to participate. The letter should be very clear about what is expected of the speakers and should include information about the

date, time, venue, audience and issue to be discussed. It should also include details about approximate speaking time and explain that there will be a question and answer session. There should be a back-up list of alternative speakers in case some of them cannot attend.

Speakers presenting at the forum must represent a variety of perspectives. Things to think about when selecting speakers:

- Look for articulate and engaging people;
- Think about assembling speakers who reflect the full diversity of culture, experience, and perspective in the community;
- Seek a balance between relying on the strengths of experienced advocates and offering the forum as an opportunity to emerging advocates.
- Selected speakers may be asked to moderate sessions as appropriate.

Inviting elected officials and policy makers

Inviting elected officials and policy makers to the event is a great opportunity for them to spend time with communities and hear their concerns. Here are possible ways to get them involved:

- Send email and make a call to their office inviting them to attend the forum.
- Explain what issues will be discussed, why they are relevant to them, and why they are important for their community.
- Note the date, time and location.
- Explain to selected ones that they will be part of the opening remarks (giving them a chance to express goodwill and concern for the community and the other speakers).
- Inform them that you will be inviting the media to attend and ask about their availability to take questions from the media.
- Follow up with a phone call to their office scheduler.
- Once they have accepted your invitation review the details of the event. Discuss what you would like them to say at the event and when they will speak.
- Offer to send them talking points.
- A few days before the event, reconfirm their availability to attend.

Publicity and media Plan

The event will have the greatest impact if a large number of people attend. It is a good idea to have a plan on how to get people to the event. Here are possible ways to increase turnout at the event:

- Design a slogan: The slogan should be short, catchy and must easily convey both the topic and the purpose of the forum
- Send a flyer about the event to your relevant email lists. The flyer should include the slogan you have chosen, the day, time, place, full contact details and a map if necessary. Keep accessible a bundle of fliers and a box of drawing pins or tacks and put up a sign wherever possible. Banners placed in prominent positions may also be useful.
- Submit announcements to local papers for events calendars.
- Hand out flyers at community events.
- Ask local newspapers and radio, and/or television stations to run public service announcements about the Forum.
- Send invitation letters to all organizations, groups, businesses, and individuals you want in attendance at the forum.
- Send a media advisory to key media contacts. Several days prior to the event, issue a short media advisory alerting reporters to the event. The advisory should be no more than one-half page to one-page in length, and it should include basic information such as "Who, What, When and Where." After the release is issued to your media list, call all media contacts to ensure they received the advisory and are aware of the event.
- On the day of the event prepare a press packet for distribution to press people at the meeting. It should include a press release and background information on the Forum.
- Prepare some visuals, charts, banners, that you think might be interesting. The visual should not just be "catchy" but should convey your message.
- Talk with reporters and bloggers at the event. One person should be assigned as the spokesperson and to react to the press.
- The day of the event, issue a press release about the event that includes why it was held, who attended and what was said and accomplished. The release should include quotes from key participants. If possible, prepare the release in advance and distribute it to reporters who attend the event. Having written copies of statements will make it more likely that they quote participants and do so accurately.
- If you received inaccurate coverage, call the media contact to clarify your message.
- If the event was a success but media professionals were not present, publicize the results yourselves using appropriate media.
- Develop a Website page for the Forum: Notices should be informative and easily understandable. In addition to stating where and when the forum will be held, notices should list the topics to be discussed and advise the public of their role at the forum, explain the purpose or intended result of the forum, and outline how people can participate in the forum. The notice should also tell people who they could call with questions.

Defining source of funding

The Ministry of Education has reserved a budget for the Forum up to 70.000 US\$. It will cover mainly logistics and local participants' and speakers' travel and accommodation. Elements for budgeting have been identified and detailed budget will be finalised by end of June after finalising the list of participants and booking the venue.

Technical and Financial Partners are encouraged to contribute to funding the participating of some external experts. (See Elements for the indicative Budget in Annex 3)

Evaluation and follow-up

Evaluation of the event

Distribute an evaluation form to the forum participants at the close of the forum and get a better understanding of what they learned:

- Do the three thematic areas of the Strategic Plan represent high priority for the Education System of Cabo Verde?
- Do the sub-topics address the country's priorities, especially with regards the development of necessary skills and competencies to modernise the State?
- Where the various speakers experienced and their interventions informative?
- Was the Format of the Forum meaningful and attracted innovative ideas and experiences?
- Was the Venue of the Forum adequate to facilitate exchanges and meetings?

Post-forum follow-up

Set up a three-component monitoring mechanism:

- An expert group should be responsible for identifying recommendations for immediate action and those to be planned in line with the forum's statement: practical, realistic and sustainable technical solutions for the sector.
- An inter-ministerial committee to monitor the implementation of the recommendations. It should examine and decide on the recommendations to be submitted to the government for approval, draw up the draft operational plan for the implementation of the measures adopted, set out all the guidelines related to the recommendations of the forum.
- The third component should be a follow-up meeting of the implementation of the recommendations. All data and information should be communicated.

Annex 1: Lists of the members of Committees

Members of the Organisational Committee

	First and last name	Function (Department / Institution)
1	Redy Lima	Advisor to the Minister for Higher Education
2	Stephanie Duarte	Advisor to the Minister for Cooperation
3	Elisa Nunes Leal	Advisor to the Minister for Communication
4	Gerson Somedo	Advisor to the Minister for Education
5	Sofia Figueiredo	Director of the Cabinet
6	Pedro Clovis	National Direction of Education
7	Maria Helena Furtado	National Direction of Education
8	Simao Varela	University Institute of Education
9	Eduardo Comila Pereira	University Institute of Education
10	Claudia Silva/Clarisse Silva	Direction of Planning and studies
11	Paula Leite Carvalho	General Direction of Higher Education
12	Manuel Roberto	General Direction of Higher Education
13	Oswaldo Teixeira	General Direction of Higher Education

List of Coordinators

	Responsibility	First and last name
1	Program Coordinator	Gerson Somedo
2	Site coordinator	Claudia Silva
3	Media Coordinator	Elisa Nunes Leal
4	Secretariat Coordinator	TBD

Members of the technical Committee

	First and last name	Function (Department / Institution)
1	Claudia Silva	Direction of Planning and studies
2	Eliza Leal	Advisor to the Minister for Communication
3	Paula Leite Carvalho	General Direction of Higher Education
4	Maria Helena Furtado	National Direction of Education
5	Stephanie Duarte	Advisor to the Minister for Cooperation
6	Manuel Roberto	General Direction of Higher Education

Members of the Scientific Committee

	First and last name	Function (Department / Institution)
1	Redy Lima	Advisor to the Minister for Higher Education
2	Eduardo Comila Pereira	University Institute of Education
3	Simao Varela	University Institute of Education
4	Oswaldo Teixeira	General Direction of Higher Education
5	Pedro Clovis	National Direction of Education
6		TBD
7		TBD
8		TBD
9		TBD
10		TBD

Annex 2: The Agenda

Day 1: November 8, 2017

Time	Topic	Location	Presenters
8:30-9:00	Registration		Secretariat
9:00-9:45	Welcoming address (three high policy makers people)	Room x	Master of ceremony: NAME:
9:45-10:30	Keynote speech: Keys features of school effectiveness: Evidence from best performing countries		Master of ceremony: NAME:
10:30-11:00	Break		
11:00-12:30	Presentation of Sectoral Analysis: Thematic area 1: Universal access to education (25 mn)	Room x	Moderator: NAME:
	Panel: Ensuring inclusive and equitable quality education to address the Education 2030 Agenda: Strategic actions, opportunities and challenges		Panellists: 1. NAME 2. NAME 3. NAME
12:30-14:00	Lunch break		
14:00-15:30	Breakout sessions		
	Promoting universal access to quality early childhood education	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
	Enhancing special needs education	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
	Innovative methods for teaching language of instruction and communication	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
15:30-16:00	Break		
16:00-17:00	Group reports by the moderators Wrap-up of Day 1	Room x	Master of ceremony:

Day 2: November 9, 2017

Time	Topic	Location	Presenters
9:30-9:45	Brief reminder of the work of day 1	Room x	Master of ceremony: NAME:
9:45-10:30	Keynote speech: Defining curriculum standards to ensure quality relevance of education and learning		Master of ceremony: NAME:
10:30-11:00	Break		
11:00-12:30	Presentation of Sectoral Analysis: Thematic area 2: Improving quality of education	Room x	Moderator: NAME:
	Panel: Quality education fosters creativity and knowledge		<u>Panellists:</u> 1. NAME 2. NAME 3. NAME Moderator:
12:30-14:00	Lunch break		
14:00-15:30	Breakout sessions 2		
	Strengthening inputs, processes and evaluation of outcomes and mechanisms to measure school progress	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
	Reforming curriculum that fosters skills, values and attitudes	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
	Valorisation of technical and vocational education	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
15:30-16:00	Break		
16:00-17:00	Group reports by the moderators	Room x	Master of ceremony:
	Wrap-up of Day 2		

Day 3: November 10, 2017

Time	Topic	Location	Presenters
9:30-9:45	Brief reminder of the work of day 2	Room x	Master of ceremony: NAME :
9:45-10:30	Keynote speech: Tertiary institutions: development of policies for and provision of equitable quality lifelong learning opportunities.		Chair: NAME:
10:30-11:00	Break		
11:00-12:30	Presentation of Sectoral Analysis: Thematic area 3: For a legal framework of Public Higher Education Institutions.	Room x	Moderator: NAME
	Panel: Ensure quality assurance, comparability and recognition of tertiary education qualifications		<u>Panellists:</u> 1. NAME 2. NAME 3. NAME
12:30-14:00	Lunch break		
14:00-15:30	Breakout sessions 2		
	Alternative options for financing tertiary education studies	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
	Increasing access, equity, quality and relevance of properly regulated tertiary education system supported by technology, open educational resources and distance education	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
	Developing policies and programmes that reinforce the research function in tertiary education	Room x	Moderator: <u>Discussants:</u> 1. NAME 2. NAME 3. NAME Reporter:
15:30-16:15	Group reports by the moderators	Room x	Master of ceremony:
16:15-16:30	Break		
16:30-17:00	Conclusion and way forward Closing	Room x	Master of ceremony:

Annex 3: Indicative budget

Items	Quantities	Budget	Source of funding
Venue and equipment (micros, sound system, projectors, etc.)	Package		
Stationary (paper, pens, folders, bloc notes, etc.)	Number of participants		
Materials (names tags, etc.)	Package		
Catering and refreshment (lunch and 2 breaks per day times 3 days)	Number of participants		
Simultaneous Translation	3 days		
External experts	2 keynote speakers, 3 breakout sessions		
Internal speakers	9 panellists 24 breakout sessions 1 keynote speakers 2 ESP presenters		
Technical personnel	Secretariat Event coordinator Sound & visual coordinator		
Accommodation (food, transportation, hotel, flights)	22 Delegates, Nb of internal speakers, Other participants (head schools, teachers, directors of programs, etc.)		
Website design	Package		
Media coverage (newspapers, radio, television)	Package		
Publicity supports (Banners, flyers, etc.)	Package		
Miscellaneous	3 % of the budget		

Annex 4: Macro Timeline

Action	Date	Responsible
Setting organizational committee (OC)	Already set before May	The Minister
Development of an action plan	Before mid-May 2017	Consultant OC
Nominating implementation Coordinators (IC)	First week of May	The team leader
Setting technical committee (TC)	First week of May	OC
Developing a draft agenda	First week of May	Consultant OC
Identifying the logistics and elements for budgeting	First week of May	Consultant OC
Setting scientific committee (SC)	End of May	OC
Consolidation and validating of the agenda	First week of June	SC
Prepare the list of participants	Mid-June	OC/SC
Prepare TORs for recruiting experts	End of June	SC
Booking the venue	End of June	OC/Site Coordinator
Finalise the budget	End of June	OC
Develop a website	June	Media Coordinator
Inviting officials and policy makers	Mid-July	OC
Identification and contact of speakers	End of July	OC/SC
Send invitation to the participants	Early September	OC
Ordering stationary, banners, catering and refreshments	Early October	OC/ Site Coordinator
Selection of papers and presentations	Mid-October	SC
Prepare background information	End of October	OC
Launch media announcements (flyers, radio, television, newspapers,	During October	Media Coordinator
Send a media advisory to key media contacts	A week before the Forum	Media Coordinator
Prepare a press release	2 days before the Forum	Media Coordinator
Prepare evaluation form	2 days before the Forum	OC/Secretariat Coordinator
Prepare the Forum Report	2 days after the Forum	OC/Secretariat Coordinator

Annex 5: Checklist for Organizing a Forum

Before the Forum	Have you booked the forum venue and obtained the key to get in?
	Is the room prepared with seats, tables, a backdrop and catering?
	Has publicity been sent to all interested parties?
	Do the speakers know where to go, what they are expected to say, how long they are expected to speak, and what time they will be able to leave?
	Do the speakers need transportation to and from the forum, or expenses for a hotel?
	Have participants been offered food and drink?
	Do the microphones work?
	Is there a sign-in desk?
	Is there a need to hire a photographer?
Is the banner properly displayed?	
During the Forum	Arranging seating
	Begin and finish on time.
	Ensure that the chairperson establishes the purpose of the forum and introduces the speakers.
	Keeping track of presentation times
	Make announcements about future activities.
	Take questions but avoid speeches from the audience.
	Handing out or making information packets/sheets available
	Delivering and setting up refreshments
Picking up the sign-in sheets and feedback forms	
After the Forum	Thank your guest speakers and volunteers in writing.
	Phone target journalists and tell them about the forum.
	Ensure that all speakers' expenses have been covered and that the cost of hiring the hall and the catering have been settled.
	Follow up on what action needs to be taken as a result of the forum.
	Arrange for a small group of supporters to evaluate the success of the forum.
Keep documenting the implementation of Forum recommendations	

Annex 6: Terms of Reference

Support to the preparation of the Cabo Verde Education Forum

1. Background

Cabo Verde is one of the top performing countries in sub-Saharan Africa in terms of education outcomes. The country achieved MDG on primary education access with a net enrollment rate of 97%, the school-life expectancy is on average 13.5 years and 98% of the population age 15-24 is literate. However, areas of concerns remain in terms of quality and efficiency of education service delivery at every level of the education system. Drop-out and repetition rates have been relatively high at the secondary level for the past 15 years which signal some serious structural difficulties. Issues of accessibility and relevance of TVET and Higher education remain important.

Under the Government Program of the IX Legislature, the Education and Higher Education Sector was one of the priority areas for intervention. In this area, one of the key objectives is to build an education of excellence, equitable and inclusive allowing the country to reach the top 50 in the World Economic Forum Education and Training Index. Integrating into the educational system the concept of knowledge economy in a school and university environment, with a culture of research, experimentation and innovation. It is a propitiator for young Cape Verdeans to have a mastery of languages, sciences and technologies, a cosmopolitan profile in their relationship with the world, and a value-driver and motivator for lifelong learning. The Ministry of Education, in compliance with the principles of democracy, transparency, openness, plurality of opinions, participation and responsibility of citizens and society in general, intends to organize a national FORUM, with a view to implementing the Program of the IX Legislature in the fields Education, Science, Technology and Innovation. It is therefore necessary not only to identify the critical issues of the current state of Cape Verdean education, but to propose prospective guidelines, set goals, objectives and commitments to expand and improve the education system.

The World Bank (WB) has recently engaged with Cabo Verde to support the government in improving the quality, relevance, accessibility and efficiency of its education system, particularly through a Technical Assistance aiming at helping the Government of Cabo Verde in operationalizing its Education Sector Plan and informing its policy dialogue with the WB and other development partners.

2. Objectives and scope of work.

The consultant will assist the Ministry of Education in the preparation of a National Education Forum (NEF) planned to take place on October 5-7, 2017. The Forum is expected to cover three main areas:

- Thematic area 1: Universal access to education;
- Thematic area 1: Curriculum and Knowledge and,
- Thematic area 1: For a legal framework of Public Higher Education Institutions.

Transparency and plurality: it is intended that the Forum to be open and plural, to provide opportunities for involvement to all people and that occurs in various instances, especially those that until now may have been more distant from establishing commitments with a significant improvement Education. It is proposed that the conference will split in 3 separate groups for each thematic area where along with the contributions of civil society (site), national and / or foreign personalities will be invited to present communications. The planned event is expected to start with a large plenary conference presenting key transversal issues, developing the concept of student-centered school management, and to close with a plenary conference presenting the conclusions of the sub-groups, drawing up the proposals and identifying the recommended policy measures, both at the executive level and at the legislative level.

The consultant is expected to: (i) get familiarized with the Cabo Verde education context including the Education Sector Plan under preparation; (ii) discuss the suggested thematic areas and assist in refining them; (iii) identifying potential sub-themes and contributors; (iv) draft the detailed NEF agenda; (v) identify key stakeholders to be involved in the Forum; and (vi) prepare an action plan and time line for the preparation of the NFE. The mission includes a mission of about one week to Praia, Cabo Verde.

Outputs: A report including draft agenda and action plan for the preparation and implementation of the NFE.

Time frame: The requested task is expected to require about 10 working days to take place between May 1st and June 30, 2017.