

THE EQUALITY COLLECTIVE

2023-2027 STRATEGY



EQUALITY COLLECTIVE STRATEGY

Forward

The Equality Collective, based in the rural Eastern Cape, is an activist and community-centered law project. It builds off extraordinary work done by the Bulungula Incubator and the local community from the Xhora Mouth Administrative Area. They have campaigned for an ambulance and access to emergency services and a health clinic with positive results and campaigned for and won a community radio licence (in the face of an irrational moratorium) to fulfil the right of freedom of expression. They have also conducted human rights workshops, provided walk-in paralegal services and supported surrounding advice offices and NGOs on law related issues.

In 2017, while working at the Bulungula Incubator, I began asking questions: how is the social justice sector positioned in respect of rural communities and in what ways does it need to change? What should community-centred lawyering look like? Can we meet the immediate needs of our community members and do transformative systemic work?

The Equality Collective was conceptualised at the grassroots level from the lived experience of those who are very far from centres of power with no direct access to organisations focussed on social justice work. The need for a rural based activist and community-centred law organisation emerged.

The Equality Collective aims to model community-centred lawyering and be innovative in the advancement of access to justice. It aims to build the capacity and infrastructure for larger-scale transformation of power relations in our rural communities in order to build a just and caring society. And it aims to use evidenced-based research and lessons learnt on our models of delivery to provide strategic leadership and learning for broader impact across the country.

We are committed to ensuring that the Equality Collective is a powerful vehicle to fulfil our bold vision of justice and realisation of constitutional rights in rural communities.

There will be many more iterations of this strategy as we grow and deepen our work and we thank and welcome your insights.

Please contact tess@equalitycollective.org.za for any additional information.

Forward!

Tess Peacock

Executive Director



About

The Equality Collective is an **activist and community-centred law organisation based in the Mbashe Municipality** in the rural Eastern Cape - one of the most remote and poorest areas of South Africa. We **build and network power in support of advocacy campaigns for greater socio-economic equity** that are based on extensive research and expert analysis.

The Problem

The rights in our Constitution have provided millions with **hope for a more equal country based on dignity and freedom**. The context the Equality Collective works in, however, reinforces **a perception that constitutional rights are “paper rights”** (worth no more than the paper they are written on). In addition, our **communities are far from centres of power with no direct access** to a fabric of organisational support. Equality Collective exists to **meet the immediate needs of our communities** as well as to **build the capacity of community members to shape their lives and the world around them**.

Mission

We are innovative in the advancement of **access to justice**, build the capacity and infrastructure for **collective participation** and action and share **research and learning** to create a more just and caring society.



Access to
Justice



Collective
Participation



Research &
Learning

Vision

Our vision is to have thriving communities collectively participating in a just and caring society.

People

Our work centres our communities and their lived struggles. We prioritise the needs of marginalised communities, especially women and children.

The Equality Collective **core values:**

- Autonomy
- Respect (deep listening)
- Accountability
- Love (for our work, colleagues, and people we serve)
- Excellence

The Equality Collective **core practices:**

- **Co-creation** – we co-create understanding of challenges and co-create solutions.
- **Constructive advocacy** – we build an understanding of the problem; take the time to engage our communities around what approach should be taken to the problem; bolster and support existing democratic structures; build consensus around well-researched solutions; and as far as possible problem-solve solutions together with government.
- **Cooperation (over competition)** – we build coalitions of power.
- **Equity** - we build inclusive and equitable teams.

Our strategy

We are working to achieve **1)** improved access to socio-economic rights; **2)** enhanced responsive governance and accountability and **3)** a stronger, more active citizenry.

We aim to achieve these objectives through the following pillars of work:

1) Collective action and public participation



Strengthened collective action and enhanced knowledge and awareness through:

- Supporting democratic role players
- Building, supporting and coordinating collective participation and action
- Coordinating advocacy campaigns

2) Access to justice



Access to justice is advanced by:

- Networking power
- Providing basic legal services
- Providing training and support

3) Research and learning



Evidence-informed action through:

- Research
- Service delivery monitoring
- Producing community data for advocacy

We currently have three streams of work

Legal advice office + Right to water + Right to Early Childhood Development (ECD)

We currently coordinate two campaigns



- **Real Reform for ECD** (Right to ECD)

We co-founded the Real Reform for ECD which is a movement advocating for an enabling legal, policy and regulatory environment for the provision and expansion of ECD services for all children. Equality Collective provides the coordination and secretariat support for the Real Reform for ECD. The Campaign is currently working with over 600 ECD practitioners across four provinces and is supported by over 200 organisations.



- **Amanzi Kumtu Wonke** (Water for all)

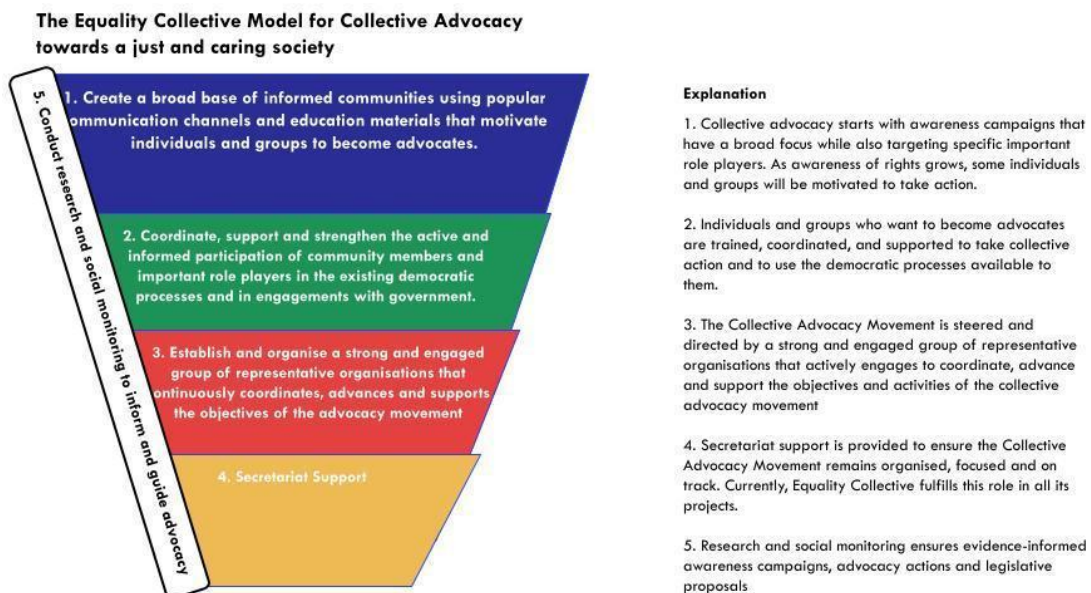
Amanzi Kumtu Wonke started in 2022, aims to 1) build a sustainable model for collective community water monitoring in partnership with local government for big rural water schemes; 2) strengthen an accountable and responsive ADM; 3) ensure a functional and reliable Mncwasa Water Scheme; and 4) cultivate an empowered and active local citizenry on the right to water across the ADM region.

The Equality Collective's model for collective advocacy

The Equality Collective believes that through building collective power together with constructive advocacy we can transform systems and build a more equal South Africa. Our way of being requires extensive consultations, relationship building and supporting transformative coalitions of power.

Our model for collective advocacy sees the Equality Collective team acting as a small dynamo providing secretariat, research and monitoring support behind our campaigns where we work in coalition or alliance with a small subset of engaged groups of representatives or community leaders that help coordinate and implement our joint strategy.

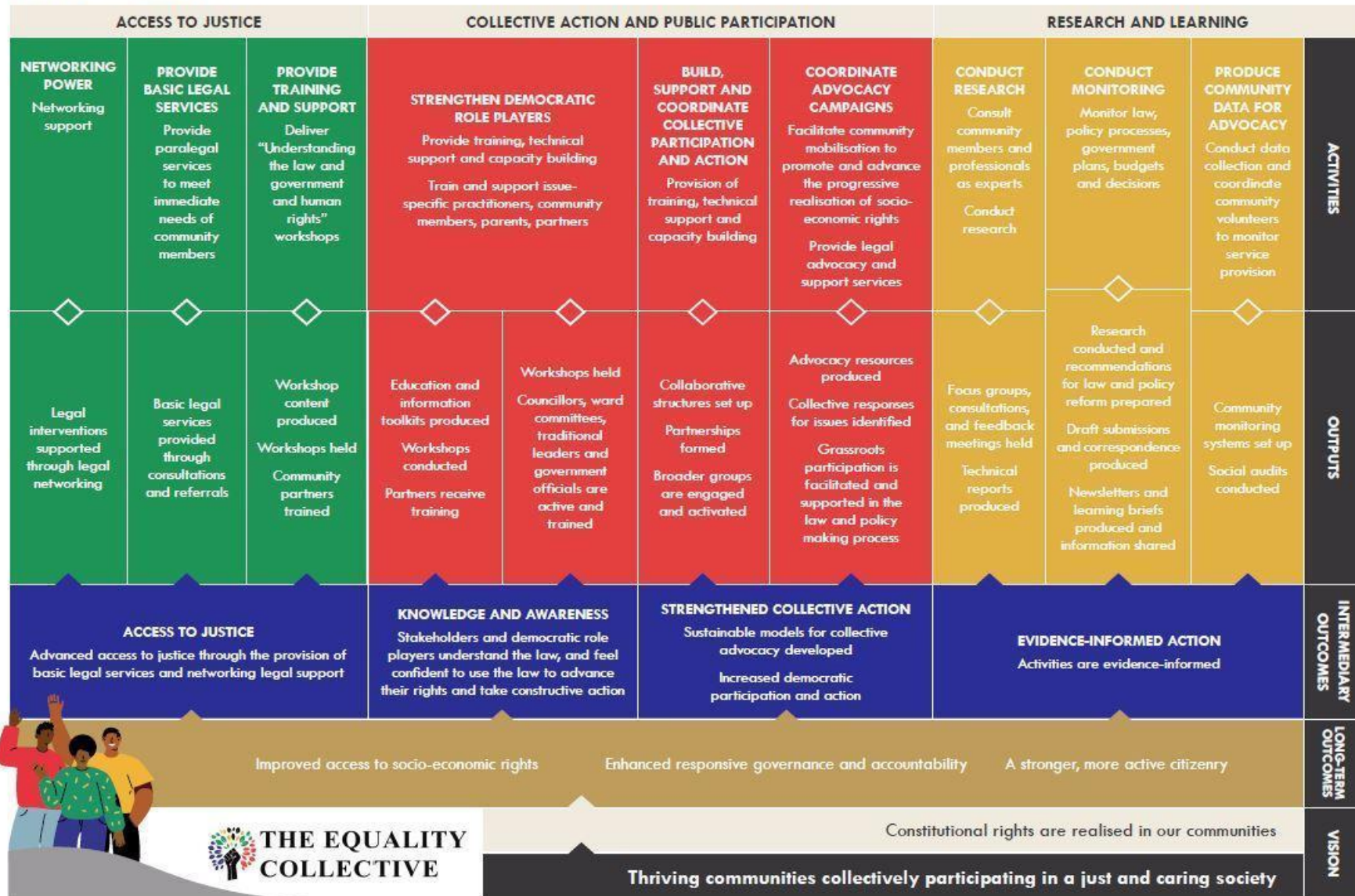
In other words, we always work in a 'collective' across all our campaigns.



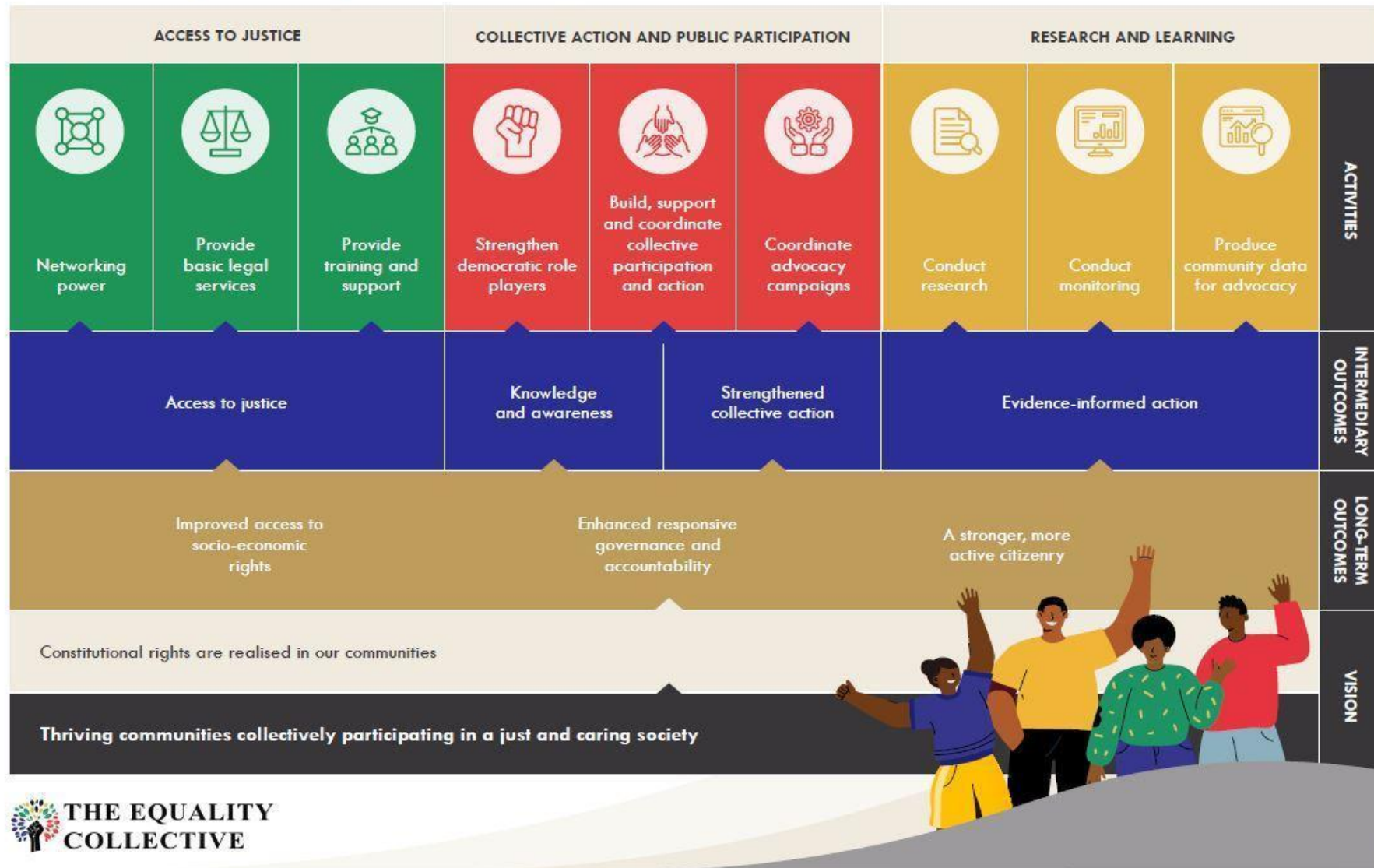
Theory of change

Our organisational Theory of Change, illustrated below, visually depicts how our planned activities are intended to achieve our outcomes and long term objectives:

Theory of Change



Theory of Change Summary



Access to Justice / legal advice office

Overview

Since we are embedded in the community, there is an element of the Equality Collective that seeks to serve the direct needs of our communities. We therefore provide walk-in services once a week at our offices and provide outreach services for the broader region. Where necessary, we also network legal support services where they are needed for community members.

Project Objectives and Activities

- Networking power
 - Through our networks we use our existing relationships to network support and power to community members who are normally far from this type of fabric of support.
 - Where legal support or interventions are needed, we find the right qualified people to assist our community members further.
- Provide basic legal services
 - We provide walk-in paralegal services once per week.
 - We conduct outreaches for paralegal services across a broader region.
- Provide training and support
 - We deliver 'understanding the law and government and human rights' workshops.
 - We produce workshop content, hold workshops and train community partners.

In 2023, we hope to expand our suite of paralegal services next year beyond pension support to include other services e.g. citizenship, maintenance, divorce etc.

Target # of beneficiaries

	2022	2023	2024
Walk-ins	44	45	45
Outreach	58	150	200

Right to Water – Amanzi Kumntu Wonke



Right to Water – Amanzi Kumntu Wonke

Overview

Amathole is a failing municipality and its demise has led to the deterioration of water services supplied across the district. At the receiving end of the municipality's demise are people in rural communities who are receiving inconsistent and sometimes no access to water. It is our responsibility as citizens to ensure strong community pressure for greater accountability and improved water services by ADM. The Equality Collective will provide the supportive infrastructure to get us there.

The Project has four components to it. We will build a community monitoring system of our local Mncwasa Water Scheme where local citizens will monitor water services daily and collect this information for advocacy purposes. We will develop informed communities through workshops, radio programming and education material. We will support the active and informed participation of community members, councillors and ward committees in democratic processes. Finally, we will build a broad coalition of organisations across ADM committed to fixing our municipality.

Background and context

We are based in the Amathole District Municipality ('ADM'), a municipality that is bigger than the size of Swaziland that manages water services for 900 000 people. Like many municipalities in South Africa, ADM is financially bankrupt. Outstanding creditors already represent one-third of the next year's budget and the salary burden alone is close to double that of the equitable share it receives from the National Treasury. It has poor financial controls in place and major transgressions abound without any consequences. The Eastern Cape province has put ADM under financial administration to support a turnaround strategy (as required by the Constitution) but there are few instances where placing dysfunctional local authorities under administration has helped. The decline of the ADM has resulted in the steady deterioration of reliable access to water services.

The Mncwasa Water Scheme, managed by ADM, is our regional water scheme that supplies water to over 30 000 people across 40 villages. The Scheme was finalised in 2015 and was set to change the lives of our community members. Five years later, the Scheme is not delivering consistent and reliable access to water. In April 2021, the Equality Collective with the support of other partners, conducted a survey diagnosis of the Scheme interviewing close to 300 people. On the day surveyed, over half of the respondents (55%) indicated that there was not water available that day and 82% of respondents indicated that water is not available every day. Of those who indicated that water is not available every day, 41% indicated that they had not had water since the previous year. As one community member noted, 'water is life' and now they are drinking water with the cows, pigs and donkeys of the village.

The deterioration of water services is likely affecting health outcomes, increasing infant mortality and decreasing the quality of life for all, but particularly for women who bear the greater burden of fetching water from alternative sources.

Our approach

The demise of ADM occurred in the context of a weak civil society and an enduring lack of accountability. Although South Africa is often characterised as having a vibrant civil society, this is not true in the ADM region. A couple of people and organisations show up to ADM public participation processes, few ask questions and even fewer know what is going on. The demise of ADM needs to be urgently thwarted and a critical lever for this is to ensure strong community pressure for greater accountability and improved water services.



To achieve this, the Equality Collective has a project called **Amanzi Kumntu Wonke (water for all)**. This project has four components. The first three are largely localised, working across 40 surrounding villages and three municipal wards, where we are committed to improving the water reliability of the Mncwasa Water Scheme. However, we recognise that we cannot fix the water issues in our community alone without also focusing on the systemic challenges at ADM. Thus, the fourth component focuses on building a powerful community response to ADM's failings across the district.

All components are aimed at encouraging the strengthening and growth of the ADM.

First, we will set up a **community monitoring system** of our local Mncwasa Water Scheme that supplies water to over 30 000 people. We will be working with a team of local citizen volunteers across 40 villages who will monitor water services daily (the availability of water and whether there are any leaks) and collect this information for ADM's response as well as for advocacy purposes.

Second, we will build **informed communities** through workshops, community radio programming and the provision of **popular education material**. This will equip activists, councillors and community members with the information they need to hold ADM officials to account.

Third, we will support the **active and informed participation** of community members, councillors and ward committees in the existing democratic processes and in engagements with government. This includes amongst others, the participation in the integrated development planning processes.

Finally, we will build a **broad-based coalition** of informed communities, organisations and entities across the district committed to the project of **Watering ADM**. Given the systemic nature of the challenges, the Equality Collective must work with others. Existing partners include the Jalamba Traditional Council, Imiganu Traditional Council, the Bulungula Incubator, Viva con Agua, councillors and ward committees of ward 18, 19 and 28 and the regional community development workers (CDWs). Partners we will approach for the coalition include Afesis Corplan, committed activists in the Eastern Cape (Prof Lungisa Ntsebeza and Mazibuko Jara), comrades at Centane as well as farmers and ratepayers' associations. In our view, we need to form a coalition of 'unusual allies' across the political spectrum so we can build and network a strong power base across the district in support of the effort to fix ADM.

These four components together lay the foundations for cultivating and fostering a culture of responsiveness and accountability. Coalition-work is a particular focus of ours as we deem it essential to stem the current tide of poor governance. A single organisation working alone cannot achieve much in the current context.

The Equality Collective is well-placed to lead this work. We are a small organisation, and we see our role as a dynamo, activating entities and organisations and amplifying our impact through coalition work. That is why we are called the Equality **Collective**.

Project Objectives and Activities

Overall objective:

Thriving rural communities collectively participate in a just and caring society where the basic necessity of water is reliably provided.

Long Term Outcomes

- A sustainable model for collective community water monitoring in partnership with local government for big rural water schemes
- An accountable and responsive ADM
- A functional and reliable water scheme
- An empowered and active local citizenry on the right to water

Objective 1

Generate community data through a Community Water Monitoring System and conduct research to generate evidence on the state of ADM and the Mncwasa Water Scheme.

The Community Monitoring System should:

- a) enable early identification of water incidents
- b) provide quality data to ADM Management
- c) generate quality data for advocacy

Objective 1: Activities

1. Build community partnerships and support for this project from traditional leaders, councillors, community development workers, ward committees and community members in all 40 villages
2. Identify, train and incentivise water ambassadors who report on key water indicators in their village
3. Develop and run a water data system that tracks water availability and incidents

4. Conduct research and generate evidence on the state of ADM and the Mncwasa Water Scheme, including a diagnostic survey of the Mncwasa Water Scheme, and a report on the state of ADM. Provide ADM with regular water status and incident reports and updates, and technical advice and support.
5. Signed MOU with ADM.

Objective 1: Intermediate outcomes

1. Quality data on water availability and incidents are generated.
2. Actions are evidence-informed and Equality Collective gains credibility as a reliable data source on the performance of ADM.
3. ADM addresses water incidents promptly and improves operation and maintenance of the Mncwasa Water Scheme.

Objective 2

Build informed communities through knowledge and awareness. Inform and educate rural communities about their right and responsibility to water, and ADM's performance so that communities will know how to take constructive action.



Objective 2: Activities

1. Produce and air a water rights- and responsibility focused radio program (production 3 months, on air for 24 months)
2. Community meetings across the 40 villages to provide feedback on ADM responsiveness and to share information
3. Develop and share learning briefs and advocacy resources including the newsletter, ADM-O (bi-annual publication)

Objective 2: Intermediate outcomes

1. Community members and leaders know their responsibilities and rights
2. Community members report water incidents
3. Community members and leaders know their responsibilities and rights, are informed about ADM's performance

Objective 3

Coordinate, support and strengthen the informed and active participation of community members and democratic role players to become confident in using the democratic systems available to hold the government accountable.



Objective 3: Activities

1. Human rights workshops for community leaders are facilitated
2. Establish a representative Advisory Committee that provides community oversight, support and advice for the operations and implementation of the Community Monitoring System
3. Regular informative and capacitating ward committee meetings to promote collective ownership and responsibility of the project
4. Initiate, participate and support joint advocacy actions from the Mncwasa Advisory Committee

Objective 3: Intermediate outcomes

1. Capacitated community leaders, councillors and ward committees become confident in using the democratic systems available to hold the government accountable.
2. A culture of active citizenry grows.
3. An Informed community and active democratic role players that participate in ADM processes.
4. A feasible people-centred IDP and budget process is implemented. ADM is kept accountable to the financial recovery plan.

Objective 4

Build a broad-based coalition of informed communities, organisations and entities across Amathole District to improve and strengthen ADM

4

Objective 4: Activities

1. Build relationships with civil society, business and ratepayers associations in ADM. Convene biannual meetings with ADM stakeholders.
2. Coordinate joint responses on big issues affecting the region or ADM (e.g. AG's report etc).
3. Develop and share learning briefs and advocacy resources

Objective 4: Intermediate outcomes

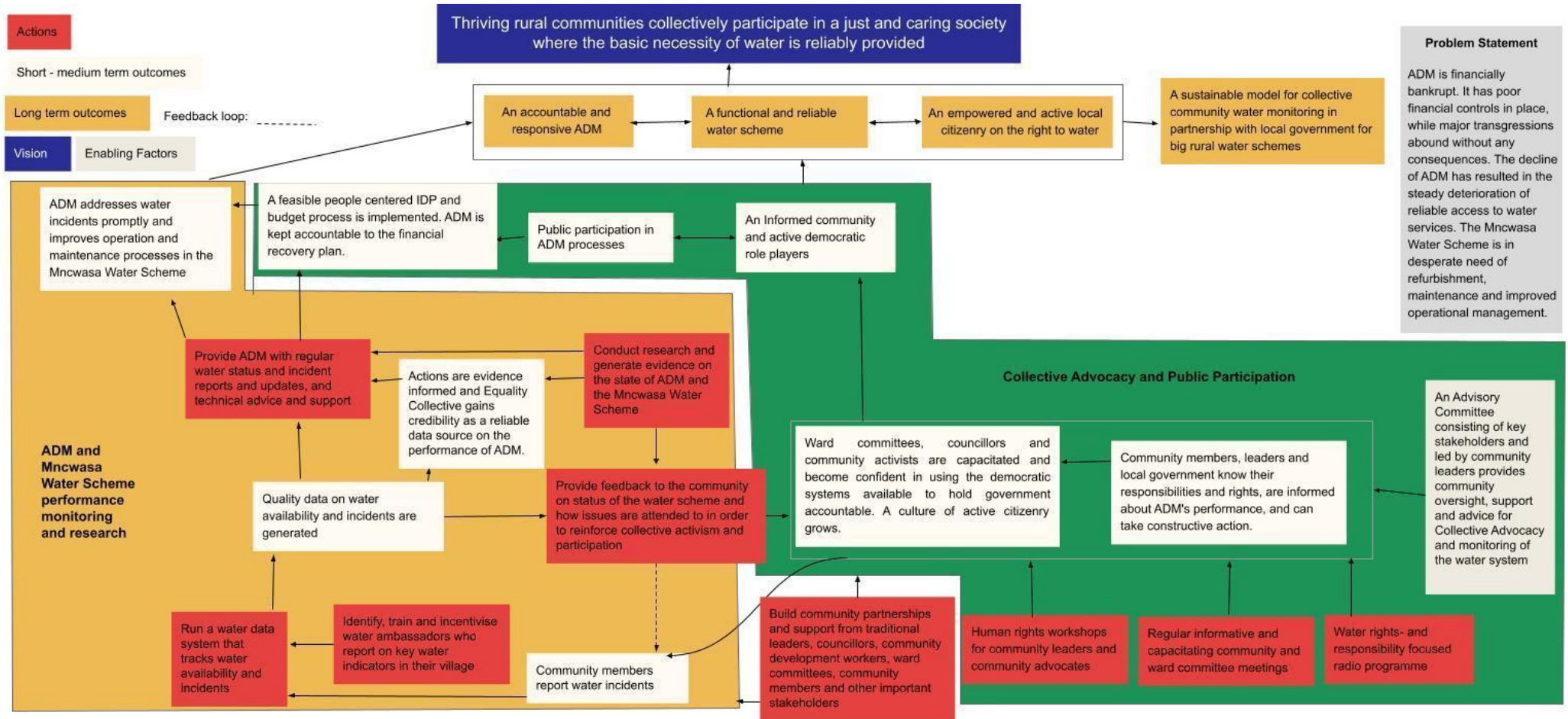
1. Big Issues affecting region and ADM are identified
2. Plans are developed to address these issues
3. Change is catalysed through joint response
4. Strengthen advocacy for big issues affecting the region / ADM

Target Beneficiaries

- 3 Ward Councillors and their respective ward committees
- 2 Traditional Houses
- 2 Community Development Workers
- 35 - 40 Water Ambassadors/ Volunteers
- 40 Human Rights Workshop participants (20 per year)
- 80 broader community workshop participants (40 per year)
- 33 000 indirect beneficiaries across 40 villages of the Mncwasa Water Scheme (54% Female, 99% Black African)

Citizens falling under the Mncwasa Water Scheme will benefit by having more reliable water services. Ward councillors, ward committees, community development workers and the traditional houses will be capacitated and become more confident in using the democratic systems available to hold the government accountable. The Water ambassadors/volunteers will be supported to become active citizens and community leaders in their respective villages. Participants attending the human rights workshops as well as community workshops will leave feeling knowledgeable on the right to water and equipped to design and undertake activities that hold ADM accountable.

Theory of change



Monitoring and evaluation

A monitoring and evaluation plan was developed by the AKW team with input from stakeholders and support from a consultant. It includes a TOC (presented above), a logic framework and a complete Monitoring and Evaluation Plan. The logic framework summarises the project objectives, activities, outputs and outcomes with specific indicators to monitor the progress of the project and to ensure progress stays on track. The Monitoring and Evaluation Plan is a detailed document that will be used as the point of reference for all M&E activities. The document provides details on each indicator, including how data for the indicator will be collected, quality insured, data analysed and reported on. It also stipulates the specific targets for each indicator, and roles and responsibilities for the various aspects of the M&E plan.

SWOT analysis

<p>Strengths</p> <ul style="list-style-type: none"> ● A strong dedicated team and cohort of volunteer activists ● Strategic approach to constructive advocacy ● Ability to build collective responses and actions ● Strong contracted data analysis skills 	<p>Weaknesses</p> <ul style="list-style-type: none"> ● Reliance on volunteers has some risks associated with it ● Constrained internal research capacity ● We are a small team and the data system is people centric and so what happens over periods like December or when our coordinator is on leave ● Depth of local government knowledge ● No data analysis skills internally ● No MOU in place with ADM
<p>Threats</p> <ul style="list-style-type: none"> ● Political instability and faction fighting within ADM ● The poor financial situation within ADM preventing ADM from responding to our data ● Lack of O&M, planning capacity within the Municipality ● Community activists losing interest in the project due to non-responsiveness from ADM ● Turn-over (councillors or officials) and having to continuously build relationships ● Weak and apathetic civil society across the ADM region 	<p>Opportunities</p> <ul style="list-style-type: none"> ● Full buy-in and support from ADM ● An incredible concept around community monitoring that can be a model for large rural water schemes ● Committed and cohesive community support ● Some civil society organisations are willing to participate and become active when support and information is provided

Reflections on SWOT Analysis

We are hoping to build a model that is sustainable and can manage recurring costs. That is why a simple system of local management and active community volunteers has been utilised. We do not want to set up a system that adds to the phenomena of “pilot-itis,” or short-lived and small-scale programmes in the ICT-sector. Part of how we will address any weaknesses that relate to the volunteers, will be to ensure strong community buy-in and dedicated volunteers who view themselves as ‘active citizens’ such that the ‘reward’ for participating in this programme is more reliable water access for themselves and their community. We will work harder next year to have follow-up engagements with volunteers and training visits from our Right to Water Coordinator. We will also continue to provide data and an annual gratuity to volunteers.

In terms of research capacity, we are going to work really hard to fundraise next year so that we can bring in more senior research capacity. In the meantime, we will continue to network support through partners or work with consultants as we have done to date. At this stage, we will continue to upskill our Right to Water Coordinator with the data skills required and continue to consult for further data support.

As for the MOU, it is a weakness that this is not in place but equally there is no guarantee that things would be different if there was an MOU in place. We will continue to push to have an MOU signed while at the same time continuing our work and building strong partnerships with ADM.

As for threats, we need to understand this work in the context of the systemic issues at ADM. The lack of access to reliable water in Amathole District Municipality does not stem from one problem but appears to be a storm of several forces that have combined to contribute to a failing municipality. The past year has also seen additional instability within ADM’s bureaucracy and political leadership.

There are therefore multiple variables that are out of our control to determine whether Project ‘Amanzi Kumntu Wonke’ will be successful. The following are mitigation considerations:

- The local ADM team has demonstrated capacity to respond to identified issues as well as a commitment to working together with the Equality Collective.
- Senior leaders within ADM continue to show commitment for this Project (a recent call to the Director of Engineering Services affirmed support for our work).
- The data we collect can be used in a multitude of ways to advance advocacy should ADM fail to respond to the issues identified (political pressure, media and even litigation which would be a last resort).
- There are several activities proposed that build and support the capacity of local leaders to participate and take action in relation to shaping their own lives. These outputs are directly in our control and are important outcomes independent of ADM’s responsiveness.

Plans for 2023

Objectives	Activities
1. Generate community data through a Community Water Monitoring System and conduct research to generate evidence on the state of ADM and the Mncwasa Water Scheme	<ul style="list-style-type: none"> Strengthen training and support to ambassadors (3 group meetings; quarterly village visits) Continue to iterate our data system as needed Continue with daily, weekly and monthly reports to ADM Strengthen ADM relationship and focus on pushing improved responsiveness to the data Ensure the Mncwasa Water Scheme gets refurbished Sign MOU with ADM
2. Spread knowledge and awareness: Inform and educate rural communities of their right and responsibility to water, and ADM's performance so that communities will know how to take constructive action.	<ul style="list-style-type: none"> Expand radio programme and produce 15 radio episodes (4160 broadcasts) 3 cycles of community meetings through-out the year, reaching all 40 villages Bi-annual newsletter and learning briefs Annual ADM-Overview publication
3. Strengthened collective action: Capacitate and strengthen ward committees, councillors and community activists to become confident in using the democratic systems available to hold government accountable.	<ul style="list-style-type: none"> 1 x 4 day workshop with two follow-up engagements with attendees 1 x workshop for water volunteers (2hr sessions over 8 weeks) Bi-annual meetings of advisory committee members Quarterly meetings with ward committees across all three wards
4. Build a broad-based coalition of informed communities, organisations and entities across Amathole District to improve and strengthen ADM.	<ul style="list-style-type: none"> Bi-annual online meeting with ADM stakeholders Evidence of collaboration and progress on issues (AG report and IDP) 2 x Webinars Quarterly newsletters, learning briefs, advocacy guides produced for the broader community

Right to ECD – Real Reform for ECD



Right to ECD – Real Reform for ECD

Background

RR4ECD was launched in August 2020, in response to the poorly drafted **Children's Amendment Bill which did not address the challenges the ECD sector has with the current law/legislation**. Thousands of people in the sector rallied behind the Campaign, calling for real reform for ECD now. Over 1600 submissions were made to Parliament in November 2020 across seven provinces and 90% of those submissions came from ECD practitioners.

This Campaign led to the rejection of the sections related to ECD and a Technical Team being set up to draft a Second Children's Amendment Bill. **We are pushing for a new draft Bill to include all the reforms we campaigned for which are:**

1. A one-step registration for ECD providers
2. Access to a per child subsidy for all children who need it
3. Simpler, adequate health, safety and programme standards
4. Support to meet registration requirements
5. Infrastructure support and development for ECD providers

Following this, RR4ECD wanted to maintain the momentum. While these reforms remain at the core of the movement, we broadened the campaign's aims in 2021 and developed a new strategy that was adopted at the 2021 Annual General Meeting.

About

Real Reform for ECD is a movement advocating for holistic, well-funded, inclusive and quality early childhood development services for all children.

Vision

All young children in South Africa thrive and access holistic, inclusive, and quality ECD services

Mission

Legal mobilisation and collective action towards an enabling legal, policy and regulatory environment to ensure all young children in South Africa have access to ECD services and the opportunity to thrive.



People

We are a movement of knowledgeable and empowered ECD practitioners, parents, caregivers and community members.

Premise

The legal system does not enable the expansion and appropriate regulation of holistic, inclusive and quality ECD services for children and communities in poor areas. It does not recognise an express right to ECD nor express obligations on the state with regards to the provision and expansion of ECD services. This leads to a lack of clarity and impetus for the state to provide the necessary supportive eco-system that will allow for all children to thrive and access quality ECD services.

Rather, we remain saddled with unattainable registration requirements; a complicated registration process; pro-poor mechanisms in the Children's Act that are not utilised and major gaps in the legislation that prevent the ECD Policy from being properly implemented.

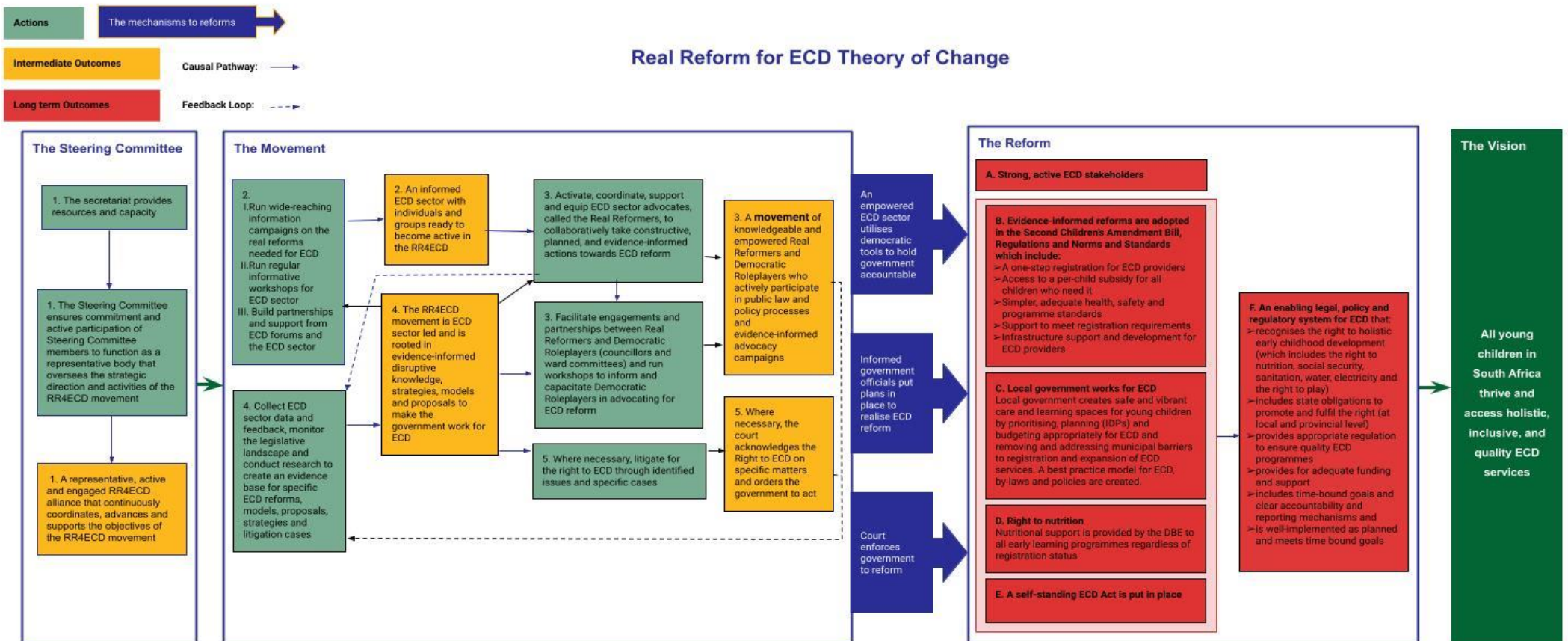
This hampers efforts to expand ECD programmes and reach the 2.5 million poor children who are not accessing any form of ECD programme and leads to the continued marginalisation of children who access unregistered (and therefore unregulated) ECD programmes (currently around 900 000 children, 53%).

Although there are some organisations doing important advocacy work, there are too few that identify themselves primarily as advocacy and social justice organisations fighting for the rights of children to ECD services and fighting for an enabling legal, policy and regulatory environment.

In contrast, Real Reform for ECD is positioning itself as a social justice, advocacy campaign committed to removing legislative and regulatory roadblocks to regulating and expanding access to ECD services. As far as possible, we hope to work in a broad-alliance and constructively with government to achieve our goals.

Theory of Change

Our vision will be realised through the following theory of change:



The reform

Our long-term overall ECD Reform goal is to ensure an enabling legal, policy and regulatory environment that:

- recognises the right to holistic early childhood development (which includes the right to nutrition, social security, sanitation, water, electricity and the right to play)
- includes state obligations to promote and fulfil the right
- provides appropriate regulation to ensure quality ECD programmes
- provides for adequate funding and support
- includes time-bound goals and clear accountability and reporting mechanisms and
- is well-implemented as planned and meets time-bound goals.

This overall ECD Reform goal will be achieved through the following four campaigns that will respectively work towards the following objectives:

A. Evidence-informed reforms are adopted in the Second Children’s Amendment Bill, Regulations and Norms and Standards which include:

1. A one-step registration for ECD providers
2. Access to a per-child subsidy for all children who need it
3. Simpler, adequate health, safety and programme standards
4. Support to meet registration requirements
5. Infrastructure support and development for ECD providers

B. Local government works for ECD

Local government creates safe and vibrant care and learning spaces for young children by prioritising, planning (IDPs) and budgeting appropriately for ECD and removing and addressing municipal barriers to registration and expansion of ECD services. A best practice model for ECD, by-laws and policies are created.

C. Right to nutrition

Nutritional support is provided by the DBE to all attendance based early learning programmes regardless of their registration status (for registered and unregistered programmes).

D. A self-standing ECD Act is put in place that includes all aspects of our long-term overall goal.

In addition to the above campaigns, one of the reform outcomes from our activities will result in: Part of the reform will also be

E. Strong, active ECD stakeholders

The Mechanism of the Reform

The reforms will be enacted through the following mechanisms:

1. An empowered ECD sector utilises democratic tools to hold the government accountable
2. Informed government officials put plans in place to realise ECD reform
3. The court enforces the government to reform

The Movement

The reform mechanisms will be achieved by building an ECD movement with the following outcomes:

1. **The RR4ECD movement is ECD sector-led and rooted in evidence-informed disruptive knowledge, strategies, models and proposals to make the government work for ECD**

To achieve this we will collect ECD sector data and feedback, monitor the legislative landscape and conduct research to create an evidence base for specific ECD reforms, models, proposals, strategies and litigation cases

2. **An informed ECD sector with individuals and groups ready to become active in the RR4ECD**

To achieve this we will

- a. Run wide-reaching information campaigns on the real reforms needed for ECD
- b. Run regular informative workshops for ECD sector
- c. Build partnerships and support from ECD forums and the ECD sector

3. **A movement of knowledgeable and empowered Real Reformers and Democratic Roleplayers who actively participate in public law and policy processes and evidence-informed advocacy campaigns**

This will be achieved in two parts:

- a. We will activate, coordinate, support and equip ECD sector advocates, called the Real Reformers, to collaboratively take constructive, planned, and evidence-informed actions towards ECD reform
- b. We will facilitate engagements and partnerships between Real Reformers and Democratic Roleplayers (councillors and ward committees) and run workshops to inform and capacitate Democratic Roleplayers in advocating for ECD reform
- c. Activated Steering Committee networks (NECDA, SmartStart, Save the Children, TREE)

4. Where necessary, the court acknowledges the Right to ECD on specific matters and orders the government to act

Where necessary, our legal partners (LRC/EELC) will litigate for the right to ECD through identified issues and specific cases.

The Steering Committee

The movement will be supported by a Steering Committee through the following outcome:

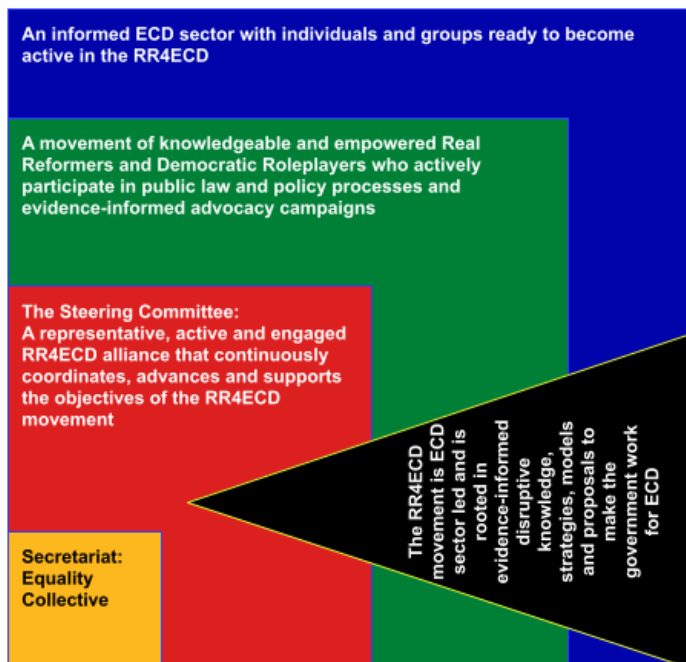
A representative, active and engaged RR4ECD Steering Committee as an alliance that continuously coordinates, advances and supports the objectives of the RR4ECD movement

- a. The Steering Committee ensures the commitment and active participation of Steering Committee members to function as a representative body that oversees the strategic direction and activities of the RR4ECD movement
- b. The secretariat provides resources and capacity for the functioning of the Steering Committee and assistance to achieve campaign objectives

The RR4ECD Activities and Target Groups

The target groups for these outcomes are summarised as follows:

Real Reform for ECD: Intermediate outcome target groups



Explanation

Outer layer: The RR4ECD will target the ECD workforce to develop the knowledge of this stakeholder group and keep them informed through workshops, learning briefs and newsletter. A part of this target group might become knowledgeable but not become active participants of the RR4ECD campaign. Those who do will join the Real Reformers.

Second Layer: A group of Real Reformers are established that collaboratively take constructive, planned, and evidence-informed actions towards ECD reform through RR4ECD campaigns. Engagements and partnerships between Real Reformers and Democratic Roleplayers (councillors and ward committees) are facilitated and Democratic Roleplayers are equipped to actively participate in public law and policy processes and evidence-informed advocacy campaigns

Third Layer: The steering committee is a representative, active and engaged RR4ECD alliance that continuously coordinates, advances and supports the objectives of the RR4ECD movement.

Centre: Equality Collective provides the secretariat support to the steering committee.

Triangle: Research and technical advice is cross cutting to the work of the Steering Committee and Real Reformers to ensure evidence-informed decision-making, advocacy campaigns and policy proposals. This function is performed by a subset of the steering committee

The Secretariat: Equality Collective

The Equality Collective helped co-found the Real Reform for ECD Campaign and provides the secretariat and coordination support to the campaign. We believe that a small, strong, resourced secretariat can ensure that the Real Reform for ECD Steering Committee remains focussed, organised and on track and that critical activities for the Campaign can be delivered.

Specifically, we provide the following support for the campaign:

- Strategic support
- Steering Committee Coordination
- Research and technical support to guide campaigns
- Lead communications for the RR4ECD campaigns
- Organising support for RR4ECD campaigns
- M&E Coordination

The Real Reform for ECD Steering Committee



Real Reform for ECD
Steering committee:



The Real Reform for ECD Steering Committee needs to be active and engaged and is critical in coordinating, advancing and supporting the campaign objectives.

The Steering Committee is an elected body of representatives. They are elected at an Annual General Meeting.

The term of the current Steering Committee runs from Dec 2021 to Dec 2023.

Organisations or individuals are nominated and then must sign a commitment letter that clearly states that they are willing to allocate organisational or individual time and resources to achieving the objectives of the campaign.

Each steering committee member has tasks and responsibilities in order to realise our strategy. The progress of which is tracked in monthly meetings. These are further details below. A summary of these proposed tasks is in Appendix A.



The Movement

1

Outcomes 1: The RR4ECD movement is ECD sector-led and rooted in evidence-informed disruptive knowledge, strategies, models and proposals to make the government work for ECD

We will conduct research and generate proposals, study reports and draft submissions. This work will mostly be driven by the legal sub-committee of the RR4ECD Steering Committee and includes representatives from the Equality Collective, EELC, UCT, Ilifa Labantwana and SmartStart. Depending on the circumstances and capacity, this work will either be conducted jointly or be driven by individual organisations. We will also work to ensure that representatives of the legal sub-committee are included on any technical task teams set up by the government and working on law reform for the ECD sector.

Further, parliamentary monitoring is being led by EELC and Equality Collective (although we currently have constrained capacity to do this properly).

We strive to ensure that all proposals have been canvassed with our Real Reformers and input is sought as part of the research process. Any proposal produced must be ECD sector led.

Outcomes 2 & 3: Preparing a knowledgeable ECD sector to become the Real Reformers



Our information campaigns and workshops will reach a wide base of people in the ECD sector, focusing primarily on ECD practitioners as well as government officials, councillors and ward committees.

Although the ECD sector is often characterised as fragmented and uncoordinated, we need to work closely with key alliance organisations on our Steering Committee (NECDA, SmartStart, Save the Children and Bridge) as well as with existing ECD Forums (especially the groupings of mostly unregistered ECD programme providers). We will work with those who are already well-organised, have a strong sense of community and a commitment to advocating for solutions to their challenges.

Of those we reach, some will become active members - the Real Reformers - who help shape the campaign and are committed to advancing Real Reform for ECD's campaign objectives.



Outcomes 4: Where necessary, the court acknowledges the Right to ECD on specific matters and orders the government to act

In some instances it may be strategic and necessary to use the law and legal processes to advance our reforms. We must, however, first exhaust all other democratic options. Litigation is always a mechanism of last resort. Our legal partners, the LRC on the Steering Committee and the EELC on the legal sub-committee, are willing and able to use the courts to acknowledge the right to ECD or the failings of government where necessary. The lawyers who are part of the RR4ECD alliance must consciously support the movement and make available the tactical power of the law where needed.

Our goals and general activities can be summarised as follows:

Intermediate Goal	1.	2.	3.	4.	5.
	A representative, active and engaged RR4ECD alliance that continuously coordinates, advances and supports the objectives of the R4ECD movement	An informed ECD sector with individuals and groups ready to become active in the RR4ECD	A movement of knowledgeable and empowered Real Reformers and Democratic Roleplayers who actively participate in public law and policy processes and evidence-informed advocacy campaigns	The RR4ECD movement is ECD sector led and is rooted in evidence-informed disruptive knowledge, strategies, models and proposals to make the government work for ECD	If necessary, the court acknowledges the Right to ECD on specific matters and orders the government to act upon this

Activity	<p>1a. The secretariat provides resources and capacity</p> <p>1b. Ensure commitment and active participation of Steering Committee members to function as a representative body that oversees the strategic direction and activities of the RR4ECD movement</p>	<p>2. Run wide-reaching information campaigns on the real reforms needed for ECD</p> <p>Run regular informative workshops for ECD sector</p> <p>Build partnerships and support from ECD forums and ECD sector</p> <p>The following specific activities will be carried out in 2023 that are not campaign specific:</p> <ul style="list-style-type: none"> • Produce RR4ECD brochure • Widely disseminate RR4ECD information video • Finalise ECD advocacy training manual 	<p>3.a Activate, coordinate, support and equip ECD sector advocates, called the Real Reformers, to collaboratively take constructive, planned, and evidence-informed actions towards ECD reform</p> <p>3.b Facilitate engagements and partnerships between Real Reformers and Democratic Role-players (councillors and ward committees) and run workshops to inform and capacitate Democratic Role-players in advocating for ECD reform</p>	<p>4. Collect ECD sector data and feedback, monitor the legislative landscape and conduct research to create an evidence base for specific ECD reforms, models, proposals, strategies and litigation cases</p>	<p>5. Where necessary, litigate for the right to ECD through identified issues and specific cases</p>
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Monitoring and Evaluation

Through an iterative process, this project has been conceptualised through a Theory of Change to ensure a high level of rigor behind the logic and assumptions of our strategy to achieve our overarching Reform Outcomes. The various campaigns are based on this project TOC and the campaign specific activities have been mapped to the project objectives.

The project will be monitored throughout. Data will be collected on specific activities, outputs and outcomes through predetermined indicators and analysed periodically to provide constant monitoring and insight into the RR4ECD progress against set targets. This will enable us to make adaptations to the project in a timely manner and as needed to ensure all long term targets are met.

The M&E process and associated roles, tasks, responsibilities and timelines will be stipulated in a M&E Plan that will serve as the basis for all M&E activities for this project.

Real Reform for ECD Campaigning Vision 2022-26

Our long-term objective has informed our recent campaigning vision for 2022-26. We currently have four strategic campaigns:

#MaketheBillBetter	Make Local Government Work for ECD	Right to Nutrition Campaign	Recognition of ECD as a right
Aim: Evidence-informed reforms are adopted in the Second Children's Amendment Bill	Aim: Local government creates safe and vibrant care and learning spaces for young children by prioritising, planning (IDPs) and budgeting appropriately for ECD and removing and addressing municipal barriers to registration and expansion of ECD services.	Aim: Nutritional support is provided by the DBE to all early learning programmes regardless of registration status	Aim: Legal recognition of the right to holistic early childhood development (which includes the right to nutrition, social security, sanitation, water, electricity and the right to play) and includes state obligations to promote and fulfil the right (at local and provincial level).

Our campaigns on **MaketheBillBetter** and **MakeLocalGovernmentWorkforECD** need to be strengthened in 2023. The **Right to Nutrition** and **Right to ECD** campaigns are in their early phases and are still being formulated.

In addition to the above, we will explore doing more **budget advocacy** work, informed by critical work produced by Ilifa Labantwana, and by seeking to join the Budget Justice Coalition in 2023.

More details for each RR campaign is provided below. Where another organisation is entirely responsible for a specific activity, we have indicated this in brackets. Expected timeframes are also indicated in brackets.

#MakeTheBillBetter Campaign

Aim: Evidence-informed reforms are adopted in the Second Children's Amendment Bill, Regulations and Norms and Standards which include:

- *A one-step registration for ECD providers*
- *Access to a per child subsidy for all children who need it*
- *Simpler, adequate health, safety and programme standards*
- *Support to meet registration requirements*
- *Infrastructure support and development for ECD providers*

The laws and rules prevent most ECD programmes from getting registered which in turn means they cannot access public funding. This affects programmes in poor communities the most. In other words, the Children's Act, which is the key legislative framework in South Africa regulating ECD, and its Regulations and Norms and Standards, (together "**the national legal regime**") impedes our ability to bring ECD providers into the regulatory fold; provide them with the support they need to ensure a healthy and safe environment for children and provide them with critical funding support to better ensure that they can optimally provide quality education and care for children.

This hampers efforts to expand ECD programmes and reach the 3.2 million children (49%) who are not accessing any form of ECD programme and leads to the continued marginalisation of children who access unregistered (and therefore unregulated) ECD programmes (currently 2.5 million children, 38%).

For the first time in over a decade the political environment is ripe for regulatory reform and the impetus appears to be there for regulatory improvement. This is illustrated by the current work underway with the Second Children's Amendment Bill through Parliament and the migration of ECD services from the Department of Social Development ("**DSD**") to the Department of Basic Education ("**DBE**") where the DBE has publicly shared that it is exploring a legal overhaul.

Technical legal support and guidance is needed to assist the government with these processes. As is the need for coalition-based advocacy at grassroots level, to maintain the political will to guarantee legislative amendments that will facilitate expanded access to ECD programmes.

Progress to date: We have had representation on the Technical Team (TT) appointed to draft a Second Children's Amendment Bill since 2021. In early 2022, the TT finalised a draft Bill that if enacted will simplify the registration process, allow for greater flexibility depending on the type of ECD programme, and clarify governments' obligations to support ECD programmes to register. We had hoped that these amendments would be submitted to Parliament by the end of 2022. However, due to differing views on the correct process for getting the Bill back into Parliament, it seems that things have now stalled. **The RR Campaign needs to increase the pressure to ensure a clear decision by the DBE is made on the procedure to re-table the Bill as soon as possible.**

In addition, in 2023, the TT must work to finalise draft regulations that align to the proposed amendments. A separate Technical Team has been put together to finalise a

set of minimum differentiated norms and standards, this process is also planned for in 2023.

Intermediate goal	1.	2.	3.	4.	5.
Activities	<p>Review and update the campaign strategy as or when necessary (2023)</p>	<p>Update newsletter on the status of the SCAB (annually)</p> <p>Conduct information workshops on the draft Bill once the Bill is finalised and has opened again for public consultation (2023/24)</p>	<p>Maintain the pressure to ensure the SCAB remains a political priority and for it to be retabled before Parliament. Actions will include lobbying government decision makers, engagements with the DBE and the Portfolio Committee, press release, media pressure, calling on the sector to put pressure on the DBE and the Minister to account (early 2023)</p> <p>Support sector to make submissions to Parliament once the Bill is tabled. Supporting activities will include workshops, draft template submission and assistance with making a submission. (2023/4)</p> <p>Engage with Portfolio Committee, SALGA and DBE as needed through formal and informal communication in order to ensure responsiveness and that this remains a political priority (2023 - 4)</p>	<p>Attend Technical Team meetings (2023)</p> <p>Technical assistance in drafting the SCAB, Regulations and N&S (2022-3)</p> <p>Provide technical assistance in drafting the SCAB, Regulations and N&S (2022-3)</p> <p>Coordinate submissions on the draft SCAB, regulations and N&S from Legal sub-committee and make joint submissions to the Technical Team</p> <p>Conduct parliamentary monitoring (2023-2025)</p>	

Make Local Government Work for ECD

Aim: Local government creates safe and vibrant care and learning spaces for young children by prioritising, planning (IDPs) and budgeting appropriately for ECD and removing and addressing municipal barriers to registration and expansion of ECD services.

In addition to the failings of the national legislation, there are many barriers to registration at the local government level. Local government is responsible for health and safety checks for ECD programmes and the process is overly onerous and exclusionary. Local government, as mandated by the National ECD Policy, is also failing to build more and upgrade existing ECD programmes.

Real Reform for ECD is calling on everyone to raise their voices for the young children in their community and 'Get ECD into local Municipality IDPs'. The Integrated Development Plan (IDP) is the plan that includes the short, medium, and long term plans for the local municipality. IDPs plans are reviewed annually. If ECD is not in the IDP and not in the budget then local municipalities will not prioritise it.

Here are some suggestions of what people in the sector might want to ask their local municipality to commit to:

- Use municipal and national data on ECD service provisioning to identify access gaps, needs and challenges;
- Set clear targets and allocate funding for new builds and upgrades for ECD programmes;
- Identify underutilised infrastructure as venues for ECD programmes;
- Provide basic services (electricity, water and sanitation) to ECD programmes free of charge;
- Provide a fee waiver of municipal fees for all ECD programmes;
- Accept simplified, attainable and affordable land use options;
- Accept a hand-drawn site plan and floor plan instead of building plans; and
- Rapidly address local municipality delays \as part of the registration process.

In addition to seeing ECD in the IDP, municipalities must have a team that is knowledgeable about ECD and working to implement the IDP and there must be sufficient budget dedicated to the prioritisation of the IDP. We need all these building blocks in place.

Our specific objectives and activities are as follows:

Specific objective 1: Facilitate an informed base of ECD practitioners across 4 provinces and 5 -7 municipalities on the importance of ECD as a local government issue. Our activities here include in-person workshops and ongoing technical and organising support to ECD Forums.

Specific objective 2: Capacitate existing democratic role players (councillors and municipal officials) to effectively represent ECD as a local government priority (champions for ECD at the local government level). Our activities here include meetings with councillors, ward committees and municipal officials.

Specific objective 3: Build a broad-based coalition of informed organisations and ECD practitioners on how to Make Local Government Work for ECD. Our activities here include the development of popular education material and mixed-media dissemination strategies and maintaining active partners who support our objectives.

Targets: Thus far we have approached this phase of work fundamentally as an area of learning for the sector as very few organisations have focussed advocacy efforts at the local government level. **Despite a learning orientation for this work, our goals for this work is as follows:**

- By 2024, we want to see ECD featured as a priority area in at least 2 additional municipalities
- By 2025, we want to see ECD included as a core objective in at least 4 municipality IDPs.
- In 2026, we will track the number of IDPs that meaningfully address ECD across four provinces.



Intermediate goal	1. A representative, active and engaged RR4ECD alliance that continuously coordinates, advances and supports the objectives of the R4ECD movement	2. An informed ECD sector with individuals and groups ready to become active in the RR4ECD	3. A movement of knowledgeable and empowered Real Reformers and Democratic Roleplayers who actively participate in public law and policy processes and evidence-informed advocacy campaigns	4. The RR4ECD movement is ECD sector led and is rooted in evidence-informed disruptive knowledge, strategies, models and proposals to make the government work for ECD	5. If necessary, the court acknowledges the Right to ECD on specific matters and orders the government to act upon this
Activities:	Review and update the campaign strategy as or when necessary	<p>Update newsletter on the status of the SCAB (annually)</p> <p>Develop a local government campaign animated informative video (2023)</p> <p>Map ECD Forums/ develop database (DGMT) (2023-24)</p> <p>Conduct at least 25 workshops with at least 9 ECD Forums in 2023 across 6 municipalities (annually)</p> <p>Conduct at least one virtual workshop on the campaign (annually)</p>	<p>Establish the Real Reformers. Coordinate quarterly meetings with the Real Reformers (2023-2027)</p> <p>Conduct workshops on ECD Forum proposed submission with councillors and government officials present (2023- 2027)</p> <p>Comprehensive ECD submissions on the IDPs in at least five municipalities (at least 30 submissions per municipality) (annually)</p> <p>Steering committee members or supportive organisations act as government liason leads where possible (leading with follow-up meetings to sustain the working relationship with government) (annually)</p>	<p>Review all IDPs in municipalities we are working in (2023- 2027)</p> <p>Conduct an M&E process every 6 months with each ECD Forum (annually)</p> <p>Prepare model local government policy (2023)</p> <p>Produce municipality series on best-practice for ECD (2025)</p> <p>Prepare model local government by-law (2024)</p>	

Right to Nutrition Campaign

Proposed Aim: RR4ECD is coordinating a number of research task teams to inform a potential campaign on advocating for the Department of Basic Education to provide basic nutrition support to attendance based early learning programmes regardless of their registration status (for registered and unregistered programmes).

The approach to the work is primarily advocacy orientated (i.e. not litigious). The research is being driven by four research streams:

- 1. Nutrition Work Stream:** What constitutes “basic nutrition” from a nutrition perspective to have a meaningful impact on the development of young children. This will include clear meal and recipe recommendations. What should children be eating in early learning programmes? Research stream lead: Anna-Marie Müller (DGMT).
- 2. Health Economics Work Stream:** Will be tasked with providing compelling empirical research, using data from the 2021 ECD Census and/or Audit data, on: a) Whether the provision of basic nutrition to this cohort of young children will positively impact the development of young children; b) Whether the provision of basic nutrition support to this cohort of young children will be a worthy economic investment as a country; and c) To properly cost at least two distribution methods for delivering nutrition support in existing attendance based early learning programmes. The first would be through extending the NSNP support down and possibly by schools acting as a hub for ECD programmes in the surrounding area and the second, would be a subsidy or voucher system paid or provided directly to ECD programmes.
- 3. Right to Nutrition Work Stream:** What constitutes ‘basic nutrition’ from a legal perspective. This task team is tasked with researching whether a compelling case can be made that the state has a duty to provide basic nutrition to young children in terms of the right to basic nutrition under the Constitution. It will also explore what laws and policies are in place in other jurisdictions that promote the right to nutrition for young children. Research stream lead: Nurina Ally (UCT).
- 4. Implementation strategies Work Stream:** Exploration of distribution strategies including how the NSNP works, the legal framework for the NSNP and suggestions of how this could be amended to include ECD programmes. Possibilities of a nutrition subsidy/voucher system to be explored as well. Research stream lead: Sheniece Linderboom (LRC).

While these research teams are underway, RR4ECD will be conducting a survey to ensure comprehensive consultation with stakeholders in the development of the campaign.

Timeline: It is proposed that the campaign be ready to launch for the second quarter of 2023. The campaign should run from April - end May in order to influence the budgeting process for the next cycle which begins in June/July. The campaign for Right to Nutrition will include op-eds, webinars, the development of advocacy toolkits, media campaigns and other advocacy actions.

The following activities and timelines detail the start of this campaign and does not include fully fleshed out activities.

Intermediate goal	1. A representative, active and engaged RR4ECD alliance that continuously coordinates, advances and supports the objectives of the R4ECD movement	2. An informed ECD sector with individuals and groups ready to become active in the RR4ECD	3. A movement of knowledgeable and empowered Real Reformers and Democratic Roleplayers who actively participate in public law and policy processes and evidence-informed advocacy campaigns	4. The RR4ECD movement is ECD sector led and is rooted in evidence-informed disruptive knowledge, strategies, models and proposals to make the government work for ECD	5. If necessary, the court acknowledges the Right to ECD on specific matters and orders the government to act upon this
Activities:	<p>Develop a campaign strategy for the right to nutrition campaign (2023)</p> <p>Coordinate research task teams to ensure adherence to timelines and provide support (2023)</p>	<p>Produce advocacy and learning briefs for the Right to Nutrition campaign (DGMT, LRC, Ilifa, EELC) (2023)</p> <p>Host at least 2 x webinar (2023)</p>	<p>Engage with Portfolio Committee and DBE as needed through formal and informal communication in order to garner government support for the campaign (2023-2024)</p> <p>Run workshops with Real Reformers on findings (2023)</p> <p>Develop a series of actions to build pressure to ensure the right to nutrition becomes an actionable priority for government (2023)</p>	<p>Survey and consult with ECD sector to inform research (2022/23)</p> <p>Establish four research task teams and ensure that they adhere to the research and work plan (2023)</p>	<p>Finalise the legal opinion on the right to basic nutrition (2023)</p>

Establishing the Right to ECD

We will also be continuing our foundational research on the **right to early childhood development** and exploring the best avenues to establish access to ECD services as a right.

The South African Journal for Human Rights will continue with its special edition on ECD and we hope to showcase the various articles once they are all finalised.

The Equality Collective has also almost completed Part 1 of a comparative research series on the Right to ECD in partnership with Oxford University. Part 1 focussed on Brazil, India, Finland and the UK. Part 2 will begin early next year and will focus on three African jurisdictions and the African Human Rights instruments.

The Legal Resources Centre will also begin tracking the registration journey with ECD practitioners in the first quarter of next year to ascertain whether there is room to litigate on some of the challenges observed.

Intermediate goal	1. A representative, active and engaged RR4ECD alliance that continuously coordinates, advances and supports the objectives of the R4ECD movement	2. An informed ECD sector with individuals and groups ready to become active in the RR4ECD	3. A movement of knowledgeable and empowered Real Reformers and Democratic Roleplayers who actively participate in public law and policy processes and evidence-informed advocacy campaigns	4. The RR4ECD movement is ECD sector led and is rooted in evidence-informed disruptive knowledge, strategies, models and proposals to make the government work for ECD	5. If necessary, the court acknowledges the Right to ECD on specific matters and orders the government to act upon this
Activities:	Develop consensus within the legal sub-committee around the right to ECD (2024)	Develop a 5 part podcast series for RR4ECD and our campaigns (2023 and 2024 5 per year) Host 1 x webinar on Right to ECD for RR4ECD YouTube channel (2023) Write a comparative learning brief on the right to ECD (2024)	Develop a series of actions to build pressure to ensure that the right to ECD is recognised (2024-25)	Finalise Part A of Comparative Research undertaken (Brazil, India, Finland the UK) (2023) Conduct Part B of Comparative Research (African jurisdictions) (2023) Produce academic work on the right to ECD (2022 - 2023)	Walk the registration journey with ECD programme providers, which would include tracking for any law related issues (LRC) (2023) Legal opinion finalised on how best to establish the right to ECD in South Africa (LRC/EELC) (2024)

Budget Advocacy

The Real Reform for ECD campaign will join the Budget Justice Coalition in 2023 with Hopolang from SmartStart, who has extensive experience in this area, leading our work. She will be supported by Kayin from DGMT. This work is still in development.

Target beneficiaries

Direct beneficiaries: We intend to directly reach the following target beneficiaries over a four year period:

	2023	2024	2025	2026	2027
# of organisations supporting RR4ECD	200 organisations	200 organisations	200 organisations	200 organisations	200 organisations
# of Active organisations supporting RR4ECD	30 Active Orgs	30 Active Orgs	40 Active Orgs	50 Active Orgs	50 Active Orgs
# of practitioners reached	500 ECD practitioners	500 practitioners	700 practitioners	800 practitioners	900 practitioners
# of ECD Forums we work deeply with	8 ECD Forums	10 ECD Forums	12 ECD Forums	14 ECD Forums	15 ECD Forums
# of provinces we work in	4 Provinces	4 provinces	4 provinces	4 provinces	4 provinces

Over 5 years we aim to have strong alliance relationships with at least 50 of our 200 supporter organisations. In order to reach our active organisation goal, **each steer co-member will map out five organisations that they can reach out to and build strong relationships to ensure campaigns are effective.**

Indirect beneficiaries: An enabling framework with positive state obligations to advance access is expected to, over five years, ensure that 2.1 million children access ELPs (1.2 million children will access registered programmes, which is a 46% increase from 2022) (stats taken from Ilifa Labantwana).

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Clear strategy and plan for campaign priorities in 2023 - Clear workplan across all the Steering Committee members 	<ul style="list-style-type: none"> - Secretariate taking on too much work where the Steering Committee runs the risk of becoming a governance body as opposed to a coalition body - The capacity of the Equality Collective can sometimes feel constrained

<ul style="list-style-type: none"> - Steering Committee is representative of the sector and has wide links to various bases of support, networks and connections - Strong working relationships and partnerships within the Steering Committee - We pool existing financial and human resources reducing duplication of effort and resources - Strong and capacitated Secretariat support - On average, good attendance and commitment from Steering Committee members - Our consultative approach contributes to our increasing legitimacy in the sector - Our ability to inform, inspire and coordinate other organisations in a way that feeds into a common set of strategies regarding law reform - Campaigns are well executed and can quickly garner support - Our focus, if successful, will have profound impacts for the sector. - Keeping focus and noting that we cannot and should not be a super campaign for everything. 	<ul style="list-style-type: none"> - We have high organisational support (over 200 organisations) but need to work on making those who have joined the campaign ‘active’ - Sometimes shared decision-making can be slow and may hinder progress - Coalition activities can be difficult to monitor and evaluate as the work spans across multiple organisations - No dedicated research support for the campaign from any of the coalition partners
<p>Threats</p> <ul style="list-style-type: none"> - Potential lack of political to prioritise ECD at the local government level - Tough budget climate in South Africa. No/very little budget for ECD (esp as compared to Basic Education) - Lack of clarity around procedure for re-tabling the SCAB - The concern that the DBE may get overwhelmed as they take over the function shift - Lack of communication around ECD mandates between national and provincial governments - ECD is not made a priority amongst other national issues - Competitive nature and fragmentation of the ECD sector - Upcoming elections and the changes that come with it i.e. political instability at the local government level (high turn-over) - Navigating the tension between expanding ECD services but also keeping the quality of ECD - Untimely or poorly conceived strategic litigation - ECD and climate change (effects, nutrition and sustainable livelihoods) 	<p>Opportunities</p> <ul style="list-style-type: none"> - The Department of Basic Education is open to learning and doing things differently - Department has shown commitment to re-drafting the legislation - DBE has shown interest in expanding nutrition support to all children - Growing interest from media in ECD - ECD data is available i.e. ECD census which can also be used to support litigation - Growing international recognition that ECD is a right - Technology: Increasing ICT allows for greater connectedness within the ECD sector, which- IF DONE WELL can improve collective action, increase relevant information sharing which can increase registration rates, improve programme quality, and support improved resourcing of ECD programmes.

Real Reform for ECD Steering Committee, secretariat and campaigns are still in a position of strength going into 2023. In the final quarter of 2022, we worked hard to focus on how to better activate each Steering Committee member's role on the Steering Committee. By focusing on their strengths and individual and organisational priorities, we have been able to develop a workplan for 2023. We have a much firmer sense of the activities each steering committee will undertake in 2023 which will help with commitment and accountability.

Most of the weaknesses noted are classic weaknesses of most coalitions and are being mitigated as much as possible by 1) ensuring a strong, resourced secretariat; 2) commitment mechanisms are in place for Steering Committee members; 3) new Steering Committee members are properly onboarded and impassioned; 4) RR workplans are adopted that are also fed into organisational workplans and priorities; 5) action items are properly tracked.

Since our work spans many organisations, it can be difficult to properly monitor and evaluate the impact of our work. In my view, we need to work to resource the Secretariat with M&E support to ensure the quality of the qualitative and quantitative data. Research capacity within the Secretariat should also be strengthened while not compromising the goal to strengthen this kind of focus across Steering Committee members.


Appendix A

This appendix summaries the roles and responsibilities of the different steering committee members. This should be read together with our more comprehensive action item tracker and logic framework.

Organisation	Outcome 1: Coalition building: Strengthened a representative, active and engaged RR4ECD Steering Committee that continuously coordinates, advances and supports the objectives of the RR4ECD campaigns.	Outcome 2: Knowledge and awareness: Ensuring a broad-base of ECD practitioners are knowledgeable about the goals and objectives of RR4ECD movement.	Outcome 3: Building a movement for collective action: Galvanising informed ECD practitioners and democratic roleplayers to actively participate in promoting RR4ECD objectives and campaigns through the existing democratic processes and in engagements with government.	Outcome 4: Research and solutions: Providing the government with evidence-informed proposals on an enabling legal and regulatory framework.
RR Steering Committee				
	On-boarding new Steering Committee members Coordination of Steering Committee	RR4ECD video Local government campaign video IDP webinar Newsletters Podcast series	Media campaigns Media press-releases Local government campaign workshops: 3 workshop cycles, 9	Preparation of technical proposals Right to nutrition coordinator


 <p>THE EQUALITY COLLECTIVE</p>	<p>Assist coordination of legal sub-committee</p> <p>Strategy development, logic framework, workplans</p> <p>Steering Committee network map</p>	<p>YouTube channel Webinar Learning briefs RR training manual produced</p> <p>Coordinate collective participation in policies/legislation by Real Reformers (Ad-hoc)</p>	<p>workshops per cycle</p> <p>Real Reformer Reps meetings 1 x quarter.</p>	<p>Technical Team member for the SCAB</p> <p>Support Real Reformers' engagement with local government officials</p> <p>Technical support to local government</p>
	<p>Chair of Steer Co Chair of Campaigns sub-committee</p> <p>Logic framework and work plan</p> <p>Tracking action items</p>	<p>ECD Forum data mapping</p>	<p>Support communication of campaigns to ECD forums.</p>	<p>Right to nutrition stream 1 lead</p> <p>Right to nutrition research report and advocacy brief</p> <p>Annual and mid-term budget review and commentary</p>
	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Share RR work in org comms</p> <p>Feedback and input into material produced</p> <p>Webinar Partner</p>	<p>Budget Justice Coalition membership</p>	<p>Preparation of technical proposals through TT and legal sub-committee</p> <p>Right to nutrition stream 4 participant</p> <p>Public financing for</p>

	Coordination support?			children
 <p>Sisonke Orange Farm ECD Forum</p>	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Share RR work in org comms</p> <p>Feedback and input into material produced</p>	<p>Real Reformers rep</p> <p>Councillor and ward committee meetings</p> <p>IDP + Budget: City of Johannesburg: Sisonke (workshop organiser + government engagement lead)</p> <p>Data gathering</p> <p>Organise collective responses for submissions</p>	<p>Monitor, data and feedback to Steer Co</p>
<p>New Ithembalabantwana</p>	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Share RR work in org comms</p> <p>Feedback and input into material produced</p>	<p>Real Reformers rep</p> <p>Councillor and ward committee meetings</p> <p>IDP + Budget:Ekhuruleni: New Ithembalabantwana (workshop organiser and government engagement lead)</p>	<p>Monitor, data and feedback to Steer Co</p>

			Data gathering	
	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Share RR work in org comms</p> <p>Feedback and input into material produced</p>	<p>IDP + Budget:Nkomazi: Do More Foundation/ Lima (government engagement lead) + Eq Col (workshop lead)</p> <p>Breede Valley: Do More Foundation/ Lima (government engagement lead) + Eq Col (Workshop lead)</p> <p>Possible expansion for Do More Foundation in: Rustenberg, North West, Molteno, Eastern Cape, Randfontein, Gauteng, Bushbuckridge, Mpumalanga, Hammarsdale, KZN</p> <p>Organise collective responses for submissions</p>	<p>Right to nutrition stream 1 participant</p>
	<p>Attendance and participation in at least 70% of meetings</p>	<p>Share RR work in org comms</p> <p>Feedback and input into</p>	<p>Real Reformers rep</p> <p>IDP + Budget: Makana, Ngqushwa, Ndlambe:</p>	

	<p>Input into strategy, planning and campaign activities</p>	<p>material produced</p>	<p>Ubunye (govt engagement lead and workshop organiser)</p> <p>Organise collective responses for submissions</p>	
	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Feedback and input into material produced</p> <p>Share RR work in org comms</p> <p>Webinar partner</p>	<p>Organise collective responses for submissions</p>	
	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Feedback and input into material produced</p> <p>Share RR work in org comms</p>	<p>Organise collective responses for submissions</p>	
	<p>Chair of legal sub-committee</p>	<p>Webinar on right to nutrition</p>	<p>Legal advocacy workshops</p>	<p>Right to nutrition stream 4 lead</p>

 <p>LRC Legal Resources Centre</p>	<p>Review minutes, set agendas, track action items for legal sub-committee</p>	<p>Share RR work in org comms</p> <p>Op ed on right to nutrition Feedback and input into material produced</p>	<p>Legal support provided to ECD practitioners</p> <p>Legal opinions & memos for legal advocacy</p>	<p>Right to nutrition research report and advocacy brief</p> <p>Parliamentary monitoring</p> <p>Develop model-ECD policy</p> <p>Legal sub-committee preparation of technical proposals</p>
 <p>Save the Children®</p>	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign activities</p>	<p>Feedback and input into material produced</p> <p>Share RR work in org comms</p>	<p>ECD Indaba/ Dialogue National Advocacy Conference</p> <p>Organise collective responses for submissions</p>	<p>Nutrition guidelines</p>
 <p>smartstart GIVING EVERY CHILD THE POWER TO SUCCEED.</p>	<p>Attendance and participation in at least 70% of meetings</p> <p>Input into strategy, planning and campaign</p>	<p>Feedback and input into material produced</p> <p>Share RR work in org comms</p>	<p>RR Budget Justice Coalition rep? We think this is a good idea, HS would be happy to represent RR here.</p>	<p>Preparation of technical proposals through TT and legal sub-committee</p>

	activities		Organise collective responses for submissions Franchisees - engagement lead for local government campaign?	
RR Sub-Committee Members				
	Attendance and participation in all sub-committee meetings (1 per quarter) Input into strategy and planning for legal mobilisation activities			Right to nutrition stream 3 lead Right to nutrition research report and advocacy brief Develop model-ECD policy Parliamentary monitoring Preparation of technical proposals through TT and legal sub-committee
	Attendance and participation in all sub-			Legal sub-committee preparation of technical



