



## Adult Learning and Education System Building Approach (ALESBA)

### MOJA Online Course Outline

#### 1. GENERAL COURSE OVERVIEW

Course name	The Adult Learning and Education System Building Approach (ALESBA) Online Training on the MOJA Platform
Course target group	Adult Learning and Education (ALE) experts, professionals, managers, and academics working in different sectors related to ALE in government (national, provincial/regional and local levels), civil society (local, international), universities, colleges, community colleges, TVET institutions, donor community, private sector, etc.
Course duration	<p>The course is presented in three rounds with a 4 week/1 month break between each round. The complete course is presented over a one year period.</p> <p>Total number of course sessions: 40 (40 weeks)</p> <ul style="list-style-type: none"> <li>• Round One: 14 sessions</li> <li>• Round Two: 14 sessions</li> <li>• Round Three: 12 sessions</li> </ul>
Session hours per week	2 hours
Assignment hours per week	2 – 4 hours (varying per the contents of different assignments)
Delivery modality	Live and recorded online course sessions with a facilitator, guest speakers, group work/discussions and practical assignments using different forms of participatory online media techniques and tools, including video, animation, games and quizzes, etc. The assignments are geared towards practical application of course contents in the participants' country context.

<p>Method of assessment</p>	<p>At the end of each course round the facilitator, MOJA colleagues and course participants will conduct a participatory assessment covering the following topics:</p> <ul style="list-style-type: none"> <li>• Whether the course objectives have been met and to what extent.</li> <li>• Participants’ feedback on the relevance and benefit of the course contents and application, challenges experienced and suggestions for modification.</li> <li>• Participants’ ability to apply the course contents, areas that need further clarification, strengthening, etc.</li> <li>• The course facilitation, online techniques, logistics, etc.</li> </ul> <p>In addition, the course facilitator will assess individual/group assignments and provide feedback and technical support to participants.</p>
<p>Course rationale/aim</p>	<p>The course rationale and aim are closely related to the rationale and aim of the ALESBA namely to:</p> <ul style="list-style-type: none"> <li>• Ensure that different forms of ALE services are delivered to youth and adults through relevant and accessible modalities with the necessary programme quality.</li> <li>• Improve ALE service delivery by analysing and strengthening the ALE system as a whole with all its components and building blocks.</li> <li>• Design and implement a conscious ALE system building process across five phases involving all relevant ALE stakeholders.</li> </ul> <p>The ALESBA online course aims to build the capacity of participants to undertake the process as change makers in their own countries and play a catalyst role to involve all ALE stakeholders to build improved ALE systems.</p>
<p>Overall course objectives</p>	<p>By the end of the course participants will be able to:</p> <ul style="list-style-type: none"> <li>• Explain and contextualise the ALESBA as an approach and conceptual framework that can guide ALE system building in their own countries.</li> <li>• Design and facilitate a process of consensus building to bring diverse ALE stakeholders on board for a long-term system building process.</li> <li>• Design and implement a supply and demand side assessment on the current status of the ALE system in their countries and facilitate a process to diagnose the root causes and blockages for poor system performance.</li> <li>• Facilitate a process where stakeholders can consider alternative options for system redesign towards optimised ALE service delivery.</li> </ul>

	<ul style="list-style-type: none"> <li>• Guide the pilot implementation and testing of the redesigned ALE system with multiple stakeholders .</li> <li>• Design and implement the review, adjustment and up-scaling of an improved ALE system with ALE stakeholders.</li> </ul>
Course Materials	The six ALESBA booklets are the main course materials for the online course. The booklets are available on the MOJA website <a href="https://www.mojaafrica.net/en/training">https://www.mojaafrica.net/en/training</a> and hard print copies are available in different languages in selected countries where DVV International is present. In addition, participants will be provided with assignments, prepared power points that can be adapted to their own context, case studies, additional reading materials and handouts on different facilitation tools options, reports and articles on the application of the ALESBA in various countries, etc.
Certification	At the end of the course (three rounds), the MOJA Africa platform will issue participants with a certificate of competence for the completion of the ALESBA course, provided that 90% of sessions have been attended and all assignments successfully completed.

## 2. COURSE DESCRIPTION: ROUNDS AND SESSIONS

The ALESBA online course covers the six ALESBA booklets that provide a full overview of the approach. The course is divided into three rounds with each round covering two of the ALESBA booklets. Between each round, course participants will have a 4-week/1 month break period. Participants will be required to attend one two-hour online session per week and allocate approximately another 2 -4 hours per week for assignments which will vary from individual to group assignments. Note that within each round of training a webinar will be hosted upon the completion of each booklet, therefore two webinars per round of training (two booklets). The objectives of the webinars are to:

- Create a bigger forum where non course participants can attend and have insight into the ALESBA and the practical application as experienced by the course participants. This implies that other colleagues and managers from the participating organisations can join in and share their views and experiences especially if they have been part of the practical assignments and activities conducted by course participants. The webinars can also be attended by other ALE stakeholders in the country.
- Mobilise groups of stakeholders in the participating countries to become part of an ALE system building community and use the ALESBA to design and implement a conscious process.
- Create interest and build the capacities of other staff within the participating organisations to learn more about ALE system building and the application of the ALESBA.
- Create a space for course participants to reflect on their learning and practical implementation of the ALESBA and share this with other colleagues and stakeholders.

- Enrich the ALESBA with practical experiences, case studies, tools and techniques that can be used by others.
- Provide opportunity on the MOJA platform for dialogue on ALE system building and service delivery.

The overview of the three rounds of training and the sessions within each round is presented below:

### ROUND ONE: Introduction to the ALESBA and building consensus among stakeholders for ALE system building

Round One covers first two booklets in the ALESBA series:

- Introduction to the approach and toolkit
- Phase One: Consensus Building

Overall course objectives for Round One: By the end of Round One, the course participants will be able to:

- Explain and contextualise the ALESBA as an approach and conceptual framework that can guide ALE system building in their own countries.
- Design and facilitate a process of consensus building to bring diverse ALE stakeholders on board for a long-term system building process.

#### ALESBA Round One: Session Overview

No	Session Title	Overview of contents
1	Getting started: Introduction to the ALESBA online course	The first session of the course starts with a welcoming & getting to know each other exercise. The facilitator will explore participants' expectations and relate these with the course objectives before giving an overview of the course contents with session and assignment schedules and dates for round one. An expert will introduce the participants to the online learning experience. The session will conclude with the explanation of the first assignment.
2	Setting the scene: Contextualising the ALESBA to participants' country context and stakeholders	Participants will present the first assignment about ALE in their own country context. Time will be provided for questions and discussions with guided facilitation to create a common understanding of the different country contexts that the ALESBA will be applied to. Further contextualisation of the ALESBA will happen throughout all the sessions and assignments.
3	Background, rationale, key concepts and principles of the ALESBA	A presentation on the background and rationale for the ALESBA, including an explanation of the ALESBA in the discourse of ALE and LLL. The underlying principles & key concepts in the ALESBA will be explored and participants will be briefed on the reading assignment for the next session.

No	Session Title	Overview of contents
4	The ALESBA conceptual framework: Introduction	The session will start with a brief discussion on the contents of the reading assignment. The facilitator will introduce the ALESBA conceptual framework and provide time for discussions and clarifications (presentation and animation). The session will conclude with an explanation of assignment on the contextual definition and scope of ALE in the different country contexts.
5	Scope of ALE and the role of different stakeholders in countries	Participants will present their assignments per country with discussion, clarification and agreement on the scope and context of the ALE system in each country. The topic of different stakeholders in the ALE system will be explored and the session will conclude with an explanation of the assignment on the current status of ALE systems in each country.
6	The ALESBA conceptual framework and approach: Application of the ALESBA	Participants will present their assignments followed by a plenary discussion. A group exercise on the application of the ALESBA conceptual framework and approach in each country will further strengthen the understanding and application of the conceptual framework.
7	The ALESBA phases	Presentation on the ALESBA phases and discussion on the application of the phases in each country related to the current status of the system. The facilitator will provide guidelines on the up-coming webinar and participants' responsibilities.
Webinar One: Introduction to the ALESBA		<ul style="list-style-type: none"> <li>• Brief introduction to the ALESBA</li> <li>• Course participants' presentations on the application of the ALESBA in different countries.</li> <li>• Webinar participants' questions and answers</li> </ul>
8	Introduction to Phase One – Consensus Building	The session will start with a brief recap on the previous sessions and booklet (Introduction to the ALESBA). The facilitator will make a presentation on Phase One – Consensus Building, followed by discussion, questions and answers. The session will conclude with an explanation of the first assignment for the second ALESBA booklet on the existing ALE stakeholders in participants' countries.
9	Phase One: Preparatory activities/steps	Participants will present their assignments followed by a plenary discussion to set the scene for Phase One. They will explore the preparatory steps/activities for phase one and receive guidance on the assignment related to the practical application of these activities/steps.

No	Session Title	Overview of contents
10	Phase One: Start-up steps	The presentation and discussion of the assignment on preparatory activities for consensus building will facilitate the way for introducing the actual start-up of phase one with 6 main steps. Participants will be divided into different groups to complete assignments on different steps and explore the tools to facilitate the process.
11	Phase One: Start-up steps application	The session will focus on the presentation and discussion of the assignments to ensure participants are able to facilitate the start-up of a consensus building process in their countries. The assignment on stakeholders' analysis will be explained by the facilitator.
12	Stakeholders' analysis	Participants will present their country assignments on stakeholders analysis with a debate on challenges and opportunities to build consensus among stakeholders.
13	Consensus building through all the ALESBA phases	The session will focus on carrying consensus building throughout all the ALESBA phases and the important factors to strengthen consensus such as teamwork, conflict management, participation, transparency, etc.
14	Concluding session Round One	The concluding session of Round One will reflect on all the topics covered on the two ALESBA booklets with opportunity for further clarification if needed. The facilitator and participants will conduct an assessment on Round One and their own competencies/course experience before discussing the preparation for the second webinar of the course on consensus building. The dates for Round Two will be confirmed with an overview of the course contents.
Webinar Two: Phase One- Consensus Building		<ul style="list-style-type: none"> <li>• Brief overview of consensus building phase in ALESBA</li> <li>• Guest speaker on application of consensus building</li> <li>• Course participants' presentations on application of Phase One in country context</li> <li>• Webinar participants questions and answers</li> </ul>

Round Two covers the next two booklets in the ALESBA series:

- Phase Two: Assessment and Diagnosis
- Phase Three: Alternatives Analysis and Design

Overall course objectives for Round Two: By the end of Round Two, the course participants will be able to:

- Design and implement a supply and demand side assessment on the current status of the ALE system in their countries and facilitate a process to diagnose the root causes and blockages for poor system performance.
- Facilitate a process where stakeholders can consider alternative options for system redesign towards optimised ALE service delivery.

### ALESBA Round Two: Session Overview

No	Session Title	Overview of contents
15	Introduction to Round Two	The session will recapture the key learning insights from Round One with a quiz before the presentation of an overview of Round Two and the main contents of the two ALESBA booklets that will be covered during this round. The facilitator will provide participants with a roadmap of the process and evolving steps/activities of the two phases covered during Round Two. The session will conclude with a systems thinking game to emphasise the importance of systems thinking during all the ALESBA phases.
16	System assessment: Peer review methodology and demand side assessment	The first part of the session will explore different methodologies and approaches to assess ALE systems and focus on peer reviews as an empowering and participatory methodology to conduct system assessments from both the demand and supply side. The Ethiopian and Uganda experience will be shared by guest speakers. The second part of the session will provide participants with information on the steps and tools to design a demand side assessment focusing on the interests and needs of ALE learners/users. The assignment will provide an opportunity to practice the design of a demand side assessment in country context.
17	Demand side assessment : Practical application	Participants will present the design of demand side assessments per country followed by discussion and technical input from the facilitator.
18	Supply side system assessment: Qualitative assessment	The facilitator will explain the steps in designing a system assessment from the supply side taking into consideration the ALESBA conceptual framework with all the system elements and building blocks. The session will focus on the qualitative assessment of a system and participants will receive a group assignment to design a country context system assessment from the supply side using qualitative techniques and a peer review.

No	Session Title	Overview of contents
19	Supply side assessment: From qualitative to quantitative assessment	Participants will present the design of their assessments per country with plenary discussion and further technical input from the facilitator. Ethiopia and Uganda case studies on the outcomes of the system assessments will be shared and used as illustrations on how to conduct the quantitative system assessments and score the system. Participants will receive a group assignment to score the system in their own countries.
20	System scoring (quantitative assessment) and an introduction to system diagnosis	Participants will share their group assignments in plenary with discussion, debate and technical input from the facilitator. Guest speakers from Uganda will elaborate the use of system assessments and scoring to conduct diagnostic studies to find the root causes of system blockages and challenges. The facilitator will conclude the session with a presentation of the key steps in facilitating a diagnostic process in system analysis and handing out an assignment on the topic.
21	System diagnosis: Practical application	Participants will present their assignments per country with discussion and clarification. The remainder of the session will be conducted with group work and plenary sessions to practice diagnostic system tools in country context. The facilitator will share the preparation work and programme for the webinar on phase two.
Webinar Three: Phase Two – Assessment and Diagnosis		<ul style="list-style-type: none"> <li>• Brief overview of Phase Two</li> <li>• Participants’ presentation of experiences/case studies during Round Two</li> <li>• Guest speakers from other countries on ALESBA Phase Two</li> <li>• Webinar participants’ comments, questions and answers</li> </ul>
22	Introduction to Phase Three – Alternatives Analysis and Diagnosis	The session will start with a recap of the contents and experiences of phase two, including a reflection on the webinar conducted. The facilitator will make a presentation of phase three and the flow of the outcomes from phases one and two to phase three in the ALESBA. She will present the roadmap of the 4 steps of phase three (animation and power point) with opportunity for questions and discussions and a reading assignment.
23	Phase three – step one: Find and prioritise the best entry points	The session will explore practical tools and techniques to analyse the system assessment/diagnostic reports from phase two with the objective to find and prioritise the best entry points to change and improve the ALE system. Participants will conduct groupwork during the session to explore the tools and also receive an assignment to contextualise and use the tools in their own country context.

No	Session Title	Overview of contents
24	Step one – practical application	Participants will present their country assignments with plenary discussion and technical support by the facilitator. Participants will receive a reading assignment on the remaining steps of phase three.
25	Step two: Consider alternatives for the redesign of prioritised system building blocks	The session will focus on the process and tools to consider alternatives for the redesign of the prioritised system building blocks and elements. Plenary power point presentations will be complimented with session group work and assignment to provide the opportunity for practical engagement with the tools of step two.
26	Step three: Assess the impact of the redesign on the whole system	Participants will present their assignments and the facilitator will explain the potential impact of the redesign of selected system building blocks on the whole system. She will share tools and processes that can assist to assess the impact and mitigate the functioning of the ALE system in a coherent manner. Group work will provide practical exercises in the tools.
27	Step four: Consolidate the redesign of the system into an ALE system design response framework and assign roles to stakeholders	Participants will receive a format that can be used to consolidate all the outcomes and processes from phase one, two and three into a cohesive ALE system design response framework that can be taken forward into the remaining two ALESBA phases. The topic of ALE stakeholders and their roles and responsibilities in the first three phases and the remaining two phases is taken up once again with the opportunity given to participants to conduct another stakeholders’ participation matrix to describe the ideal roles for stakeholders with a group assignment in country context.
28	Concluding session Round Two	Participants will present their assignment with group discussion and feedback by the facilitator before assessing the outcomes of Round Two of the ALESBA training and receiving guidance for webinar four and the dates for starting the final round (Round Three) of the ALESBA training.
	Webinar Four: Phase Three – Alternatives Analysis and Design	<ul style="list-style-type: none"> <li>• Overview of Phase Three in the ALESBA</li> <li>• Participants’ presentations on experiences and insights during Phase Three</li> <li>• Input from Uganda speakers on Phase Three</li> <li>• Webinar participants’ comments, questions and answers on Phase Three</li> </ul>

**ROUND THREE: Implement and test the newly designed system before reviewing, adjusting and up-scaling an improved ALE system**

Round Three covers the final two booklets in the ALESBA series:

- Phase Four: Implement and Test
- Phase Five: Review, Adjust and Up-scale

Overall course objectives for Round Three: By the end of Round Three, the course participants will be able to:

- Guide the pilot implementation and testing of the redesigned ALE system with multiple stakeholders .
- Design and implement the review, adjustment and up-scaling of an improved ALE system with ALE stakeholders.

**ALESBA Round Three: Session Overview**

No	Session Title	Overview of contents
29	Introduction to Round Three	The first session of Round Three will start with a recap of the previous two rounds of the course (roadmap animation exercise to highlight learning insights). The facilitator will make a presentation on the contents of Round Three and the remaining two ALESBA booklets. The transition from phase three to phase four will receive special attention and participants will receive a reading exercise on the formulation of the operational plan for implementation.
30	Formulating an operation plan for implementation	The facilitator will take participants through the steps and considerations for the formulation of an operational plan for implementation with group activities and a practical assignment that should be completed per country context.
31	Operational plan – practical application and stakeholders participation	Participants will present their assignments with plenary discussion and clarification during the first half of the session. The second half of the session will be allocated to considering ways to increase stakeholder participation in the ALE system building process. Participants will receive a reading assignment on managing implementation and testing from the supply side.
32	Managing implementation and testing from the supply side	Both the facilitator and participants will make presentations on managing the implementation and testing of the newly designed system from the supply side with opportunity for rapid group exercises and plenary discussion.

No	Session Title	Overview of contents
33	Participatory monitoring and evaluation of the system with learning insights and best practices	The facilitator will make a presentation on participatory monitoring and evaluation (PME) in the ALESBA and the use of different tools to capture and use learning insights and best practices as part of the PME system. Group exercises will provide the opportunity to explore different aspects of ALE system monitoring and evaluation, including risk assessment and related topics.
34	Advocacy and managing implementation and testing from the demand side	The first half of the session will be allocated to discussing the importance of advocacy and evidence-based influencing during phase four. The second half of the session will look at implementation and testing from the demand side and participants will receive a practical assignment to be conducted in country context. The session will conclude with preparation for the upcoming webinar.
Webinar Five: Phase Four – Implement and Test		<ul style="list-style-type: none"> <li>• Introduction to Phase Four</li> <li>• Participants’ presentations on key insights and experiences from Phase Four</li> <li>• Guest speaker on community scorecards as tool to implement and test ALE systems from the demand side</li> <li>• Webinar participants’ comments, questions and answers.</li> </ul>
35	Introduction to Phase Five	The session will start with a recap of the key messages from the previous ALESBA phases and specifically phase four. Participants will present their assignments on community scorecards with discussion from the group and input from the facilitator. The facilitator will provide an overview of Phase five. Participants will receive a reading and preparation assignment on the review process.
36	The review process	Both the facilitator and selected participants will make presentations on the review process in Phase Five with plenary discussions and clarification. Participants will receive an assignment to design a potential review of a tested ALE system based on a case study example.
37	The review process – practical application	Participants will present their assignments per country with input from the group and facilitator. The topic of documenting and using the findings of the review will also be covered. Participants will receive a reading assignment on the adjustment process.
38	The adjustment process	The facilitator will make a presentation on the adjustment process with group exercises to engage with practical possibilities during the adjustment process. The session will conclude with guidance on how to plan for and operationalise adjustments in the ALE system and service delivery.

No	Session Title	Overview of contents
39	The up-scaling process	The facilitator will make a presentation on the up-scaling process with guest speakers from Ethiopia, Uganda and other countries on up-scaling experiences. The session will conclude with opportunity for questions and answers and an assignment to document final ALESBA questions and learning insights for the full course.
40	Concluding session Round Three and overall ALESBA course	The final session of Round Three and the overall ALESBA course will start with the opportunity to clarify any outstanding questions and a roadmap game covering the ALESBA conceptual framework and five phases to gather learning insights along the way. A group exercise will explore the next steps and plans of participants and countries in taking the ALESBA forward and any further support needed from the MOJA platform. The facilitator, MOJA platform colleagues and participants will conduct the final assessment of Round Three and the overall course and prepare for the final webinar.
Webinar Six: Phase Five – Review, Adjust and Up-scale		<ul style="list-style-type: none"> <li>• Introduction of Phase Five</li> <li>• Participants’ presentations on Phase Five</li> <li>• Webinar participants’ comments, questions and answers on Phase Five</li> <li>• Presentation of animation video showing the roadmap on insights and experiences of the ALESBA course.</li> <li>• Discussion on taking ALE system building and the ALESBA forward in different organisations, countries, etc.</li> <li>• Exploration of further support, capacity building, courses, etc. by the MOJA platform</li> <li>• Word of thanks and conclusion</li> </ul>