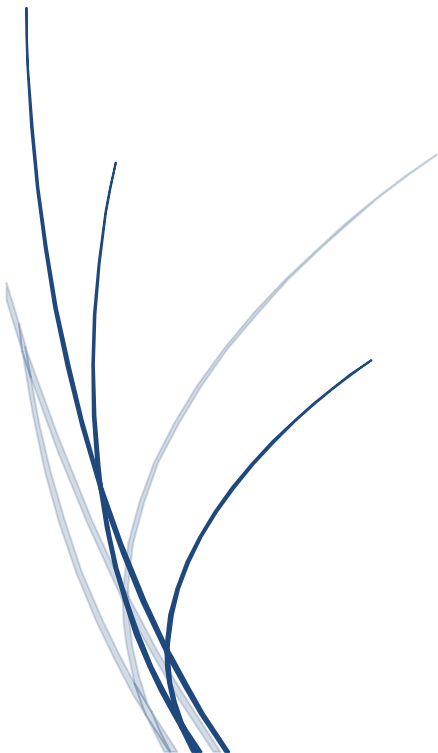




Network of Education Policy Centers

# ACTION PLAN

June 2023 – December 2024



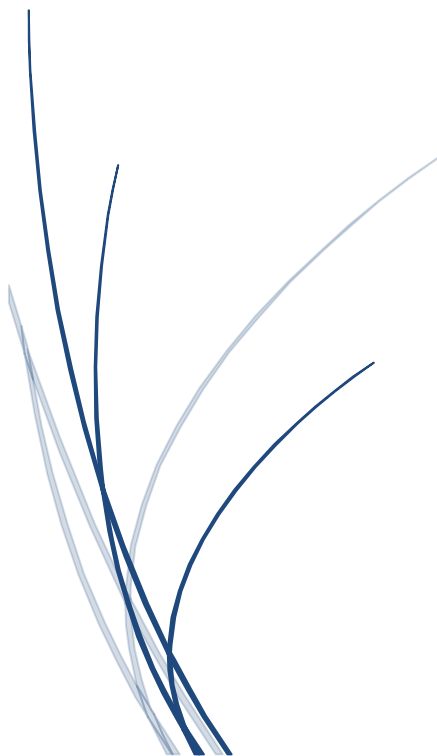
Explore | Participate | Change



## Introduction

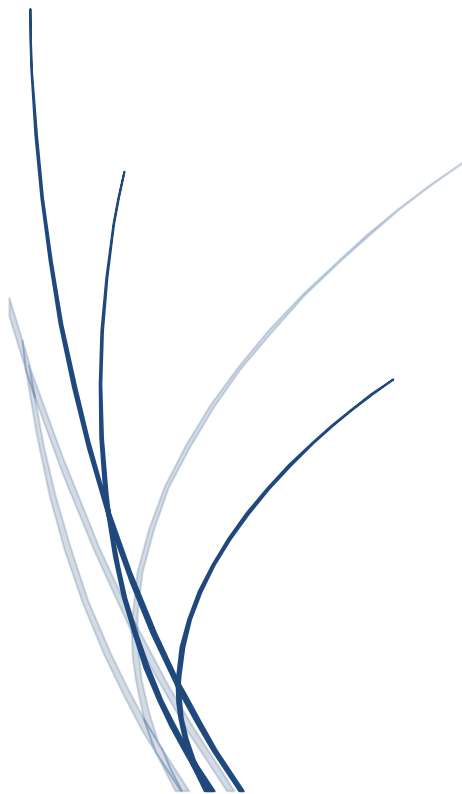
The Action plan for the period June 2023-December 2024, as a crucial tool for Strategy (2022-2027) implementation is built upon strategic statements and their three main areas: the content of education; the educators, and the democratic policy process. According to NEPC Strategy 'NEPC's role is to focus on contributing to the reimagining of the content and methods of education; to empower teachers to become educators and actively participate in the public space of their profession to promote participation and inclusion at all policy levels.' The NEPC operates through three types of action: advocacy, learning, and research. The three actions are interconnected and aim to explore education policy, issues, and practices (research); participate in the regional and international arena to propose solutions and present evidence-based recommendations (advocacy) and share knowledge among members and education stakeholders to achieve sustainable and efficient change in education also through piloting initiatives (learning).

The Action Plan is developed based on the NEPC approach – explore, participate, change.



**VISION:** NEPC envisions education committed to inclusion, participation, and collective well-being.

**MISSION:** NEPC empowers the education ecosystem to support transition and transformation in the NEPC region towards earth-centric and inclusive education through policy, practice, research and international partnerships.



**ACTIONS FOR STRATEGIC  
STATEMENT 1:**

**Ecological justice to be integrated into the content and methods of the education system to nurture a collective well-being.**

**Strategic goals:**

**Enable learning and provide new knowledge to member organizations and other stakeholders.**

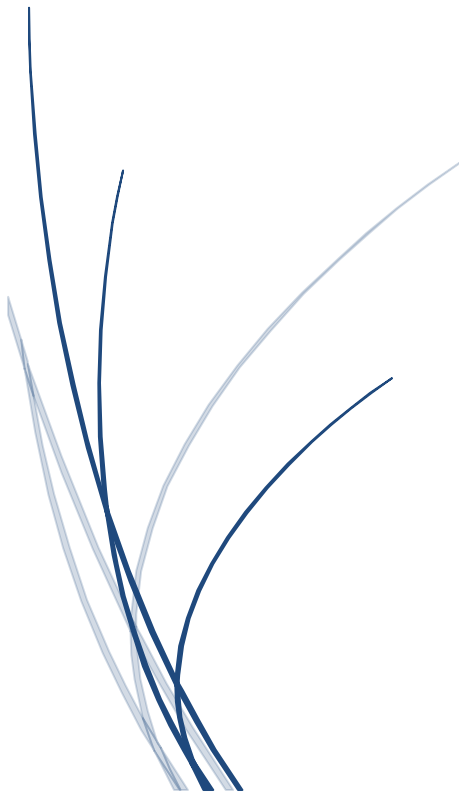
**Empower NEPC members to explore ecojustice.**

**Support cooperation and learning between NEPC members.**

**Establish cooperation with influential & interested international stakeholders.**



ACTION	TYPES OF ACTION	SOURCES OF FUNDING	INDICATORS OF SUCCESS	TIMELINE	CONNECTED TO PROJECT
Establish an EJ advisory group of experts	research learning	Own funds	The advisory group is established and consists of members and non-members experts	Oct 2023- Jan 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)
Creation EJ glossary	research learning	Own funds	available online/ 100 downloads by Dec. 2024 / 5 shares on other websites	Jun 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)
Mapping of possible allies in advocating EJ	research advocacy	Own funds	Established cooperation with 3 organizations committed to eco-justice principles	Sep 2023 - Dec 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)
Joining international committees and networks	learning advocacy	Own funds	Invitation to join at least 1 international network or committee	Sep 2023 - Dec 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)
Organizing learning events	learning	Own funds/project funds	3 events were organized out of which at least 1 live/ all members participate in at least 2 events	Nov 2023 - Dec 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)
Participate in international events	learning advocacy	Own funds/project funds	Participate in 4 events / 6 members involved	Sep 2023 - Dec 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)
The exchange between members (study visits, internships, job shadowing)	learning	Own funds/project funds	1-2 opportunities each year/ at least 5 members participate	Oct 2023 – Dec 2024	Lead for EcoJustice (TBC) M1N3RVA (TBC)



**ACTIONS FOR STRATEGIC STATEMENT 2:**

**Educators are autonomous and engaged professionals who facilitate learning.**

**Strategic goals:**

**Support cooperation and learning between NEPC members.**

**Mapping policies and their implementation in the region.**

**Facilitate policy dialogue among different education stakeholders.**

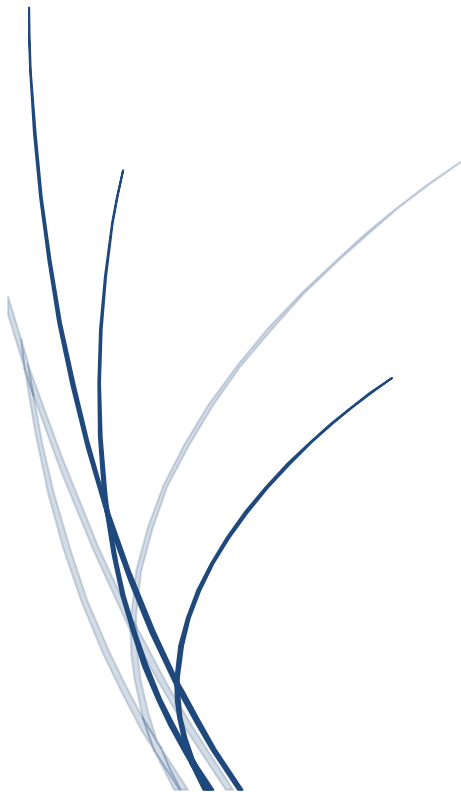
**Establish cooperation with influential & interested international stakeholders.**



ACTION	TYPES OF ACTION	SOURCE OF FUNDING	INDICATORS OF SUCCESS	TIMELINE	CONNECTED TO PROJECT
Mapping policy on School Leadership and Inclusion	Research	Project funds	15 member countries participate in the mapping	Sep 2023 - Nov 2024	Regional GEM report
Preparation of a Comparative report on Leadership and Inclusion	Research	Project funds	Regional GEM report - 50 downloads	Apr 2024 – Dec 2024	Regional GEM report
Policy Lab on Leadership	Learning Advocacy	Project funds	30 pax participated from at least 5 countries	May /June 2024	Regional GEM report EduLead LINES (TBC) Lead for EcoJustice (TBC) AMIF (TBC)
Prepare a position paper on Leadership in Education	Advocacy	Project funds	Draft version produced by end of Dec 2024	Oct 2024 -	Regional GEM report LINES (TBC) Lead for EcoJustice (TBC) AMIF (TBC)
Organising learning events (live or online) Leadership and Inclusion/ Social, Emotional and Diversity	Learning	Project funds	total pax 30 from at least 10 members	April/ March 2024	Regional GEM report LINES (TBC) Lead for EcoJustice (TBC) AMIF (TBC) HAND:ET



challenges in Education					
Participation in international events	Learning Advocacy	Project funds	Presentation in 5 international events	Sep 23 – Dec 24	ARISE HAND:ET EduLead SIRIUS 3.0 Regional GEM report
Develop Snapshots of Inclusive Leadership Policy issues at the country level	Research Advocacy	Project funds	15 national policy snapshots drafts	Jun 24 -	EduLead Regional GEM Report SIRIUS 3.0 AMIF (TBC) Lead for EcoJustice (TBC)
The exchange between members (study visits, internships, job shadowing)	Learning	Own funds / project funds	1-2 opportunities each year/ at least 5 members participate	Sep 23 – Dec 24	ARISE HAND:ET EduLead SIRIUS 3.0 AMIF (TBC) Lead for EcoJustice (TBC)
Develop modules for developing Leadership teams	Learning	Project funds	Modules developed and piloted in the projects	Jun 23 – Dec 24	CoE Quality Education for All North Macedonia AMIF (TBC) Lead for EcoJustice (TBC)



### **ACTIONS FOR STRATEGIC STATEMENT 3:**

**The policy process at all levels and in all phases (design, development and implementation) reflects the inclusivity and participation of all involved and affected by it.**

#### **Strategic goals**

**Support cooperation and learning between NEPC members**

**Facilitate policy dialogue among different education stakeholders**

**Support NEPC members in empowering the educators' and students' voices**

**Support intersectoral cooperation**





ACTION	TYPES OF ACTION	SOURCE OF FUNDING	INDICATORS OF SUCCESS	TIMELINE	CONNECTION TO PROJECTS
Policy Lab on Leadership (NOTE: same as under statement 2)	Learning Advocacy	Project funds	30 pax participated from at least 5 countries	May /June 2024	Regional GEM report EduLead LINES (TBC) Lead for EcoJustice (TBC) AMIF (TBC)
Organise International Conference	Learning	Project funds	100 pax participated/ 80 % of members participated 5 presentations from members	Nov/Dec 2023	ARISE
Developing a module for the enhancement of intersectoral cooperation	Learning	Own funds	Piloted with members	Jan 24 - Mar 24	ARISE SIRIUS 3.0 EduLead
The exchange between members (study visits, internships, job shadowing)	Learning	Own / Project funds	1-2 opportunities each year/ at least 5 members participate	Sep 23 – Dec 24	EduLead SIRIUS 3.0
Organizing learning events (live or online) on student & teacher voice/ intersectoral cooperation	Learning	Own/Project funds	At least pax 30 from at least 10 members	Sep/ Oct 2024	EduLead SIRIUS 3.0



Participation in international events	Learning Advocacy	Project funds	Presentation in 2 international events	Sep 23 – Dec 24	EduLead SIRIUS 3.0
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## ACTIONS FOR SUSTAIN NETWORK

### Strategic goals

**Advocate NEPC goals**

**Increase the visibility of NEPC and members**

**Sustain stable and trustworthy relationships between NEPC members.**

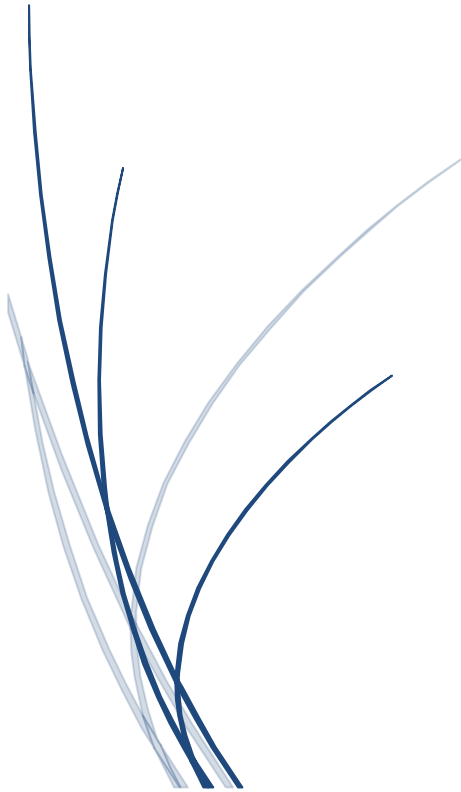
**Support cooperation and learning between NEPC members**

**Enlargement to cover all countries in the region (30)**

**Guiding and monitoring the work of the network**

**Strengthen secretariat staff's capacity to contribute to the implementation of the Strategy**

**Underline the values of the network in its practice**





ACTION	TYPES OF ACTION	SOURCE OF FUNDING	INDICATORS OF SUCCESS	TIMELINE	CONNECTED TO PROJECT
Board meetings	N/A	Own funds	4 Board meetings organized	Jun 2023 – Dec 2024	NA
General Assemblies	Learning Advocacy	Own funds	3 general assemblies were organized/ 80% members participated	Jun 2023 – Dec 2024	NA
Development of the Communication Strategy	Advocacy	Own funds	Communication strategy completed and implemented	Dec 2023	ALL
Define the profile of potential new members, map and approach potential organizations	Advocacy	Own funds	10 potential members identify/ at least 2 new members	Jun 2023 – Dec 2024	N/A
Development of the staff professional development plan	Learning	Own funds	at least one learning opportunity taken by each staff member	Jun 2023 – Dec 2024	N/A
Inception activities for new members	Learning Advocacy	Own funds	NA	Jun 2023 – Dec 2024	N/A
Creation of membership infographic	Advocacy	Own funds	Infographic done and online by Dec 23 updated by Dec 24	Oct 23 -	N/A
Develop and implement its own	N/A	Own funds	Developed by Dec 23. implemented from Jan 24.	Jun 2023 – Dec 2024	EcoJustice (TBC) M1N3RVA (TBC)



<b>sustainability policies and practices</b>					
<b>Organization of the international NEPC conference</b>	Learning Advocacy	Own funds Project funds	2 conferences organized/all members participate/ 10 members present/50 non-NEPC pax	Jun 2023 – Dec 2024	ALL
<b>Prepare proposals and join projects</b>	N/A	Own funds	4 proposals submitted /10 members involved	Jun 2023 – Dec 2024	N/A
<b>Online dissemination activities</b>	Advocacy	Own funds / Project funds	5 NL (Aug, Dec 23. Apr, Aug, Dec 24.) Increase the reach of social media channels by 20% by Dec 24. 10 news articles on web, 36 posts on Social media by Dec 24. 3 video animations on Network topics by Dec 24.	Jun 2023 – Dec 2024	ALL
<b>New web design</b>	Advocacy	Own funds	new web site by Dec 24.	Jun 2023 – Dec 2024	ALL



Developing a fundraising strategy that will preserve financial stability	N/A	Own funds	Preserve 130 000 Euro reserve fund by Dec 24.	Jun 2023 – Dec 2024	N/A
Create online calendar of events and opportunities	Learning Advocacy	Own funds	Created and available online by Oct 23. regularly updated and maintained	Jun 2023 – Dec 2024	ALL
Translation of members' publications and/or other resources	Learning	Own funds	1 opportunity each year/ at least 2 members participate	Jun 2023 – Dec 2024	ALL



## Potential Risks for the Implementation of the Action Plan

**Financial Risk:** NEPC greatly relies on funding from various projects and other donations. There is a risk of implementing activities that are planned to be financed through projects which are still not approved (e.g. EcoJustice, M1N3RVA). Largely, it is a case for implementing the activities considering Statement 1. NEPC's contingency plan is to invest its own financial resources from the reserve fund.

**Human Resource Constraints:** Implementing an action plan may require additional human resources. In that case, NEPC is considering the employment of additional expert staff.

**Member Resistance:** Stakeholders, including NEPC members, may resist or not be motivated to actively participate in certain aspects of the action plan. Engaging in open communication, and addressing concerns can help mitigate this risk.

**Operational Challenges:** Lack of coordination, insufficient expertise, or inadequate infrastructure can pose operational challenges.

**External Factors:** External factors such as natural disasters, political instability, and economic downturns in NEPC region can impact the implementation of an action plan.



# FINANCIAL PLAN

June 2023 – December 2024

Expenditures June 2023 – December 2024	
1. Staff	252.876,00
2. Office	47.150,00
3. Board meetings	4.000,00
4. General assembly/conference	31.500,00
5. Members support	36.000,00
6. Communication Visibility Publications	15.000,00
7. Policy and Research	17.500,00
8. Network activities	104.000,00
<b>TOTAL expenditures</b>	<b>404.026,00</b>

Incoming	June 1st 2023 to December 31st 2023	January 1st 2024 to December 31st 2024
M FEES	0,00	20.000,00
<b>Service contracts</b>		
CoE	17.100,00	4.200,00
GEM	25.000,00	50.000,00
OTHER	1.600,00	1.000,00
<b>Grants</b>		
ARISE	61.000,00	19.000,00
HAND		14.500,00
ALCOR	2.500,00	
SIRIUS 3.0		
EduLead	3.700,00	
EcoJustice (TBC)	11.000,00	11.000,00
LINES (TBC)	6.000,00	6.000,00
M1N3RVA (TBC)	31.500,00	31.500,00
SUBRA (TBC)		28.000,00
StC	15.000,00	
<b>Balance</b>	100.000,00	
<b>TOTAL</b>	<b>274.400,00</b>	<b>185.200,00</b>
<b>TOTAL</b>	<b>469.600,00</b>	
<b>RESERVE FUND</b>	<b>130.000,00</b>	