# ACALAN
# STRATEGIC PLAN
# REVISED
# 2010 – 2015

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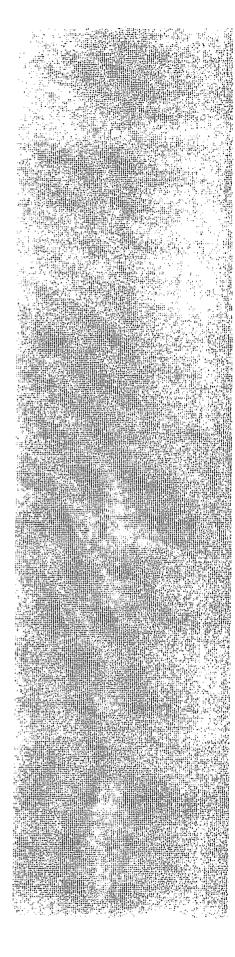  - ❖ Ax 2
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# EXECUTIVE SUMMARY

This ten years revised strategic Plan (2010-2020) of the Academy African of Languages (ACALAN) comprises four strategic directions, four global objectives, 13 specific objectives, 26 expected results and 45 activities divided between four sections.

**Section I:** presents the rationale and the general context of the Strategic Plan through:

- The event of the African Union and the « African Renaissance » initiative
- The event of the African Academy of Languages and the impact of its projects/programs
- The revised Language Plan of Action for Africa
- The growing importance language related issues in a globalizing, more and more complex and competitive world.
- The will to make of ACALAN a panafrican institution of reference in the promotion and valorization of African languages.

Then, after the why of the document and to whom it is addressed, the section describes the basic characteristics of the documents as:

- clear and simple
- formative and
- promotional

It also looks into the language sector for the 20 years to come in relation to the other sectors and finally to suggest some new initiatives.

For a better understanding of the linguistic context you will find in the annexes information on:

*Annex a*: Diagnostics of the language sector including:

- the geographic and demographic context
- the socio- economic context and developmental context
- the Linguistic Action Plan for Africa : limits and new perspectives

*Annex b*: the Language Action Plan that is:


**Annex c** : the African union and its partners Policies

- The AUC
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**Section II** introduces ACALAN Strategic Plan in its constitutive elements which are:

- Its vision
- Its mission
- Its strategic axes, global and specific objectives accompanied by explicative note:

  i.    To contribute to the rehabilitation and to the promotion of African languages;
  ii.   To valorize African languages in all the spheres of life;
  iii.  To reinforce linguistic cooperation and coordination between the African States and the various communities.

To reach these global objectives, ACALAN's interventions are presented through four strategic axes:

i.   Institutional and Political Mechanism
ii.  Partnership, cooperation, networking and Meetings
iii. Language Promotion and valorization: (Languages & Education/Development- Languages & Culture- Languages et Cyberespace- Linguistic Research)
iv.  Communication

Additional information on ACALAN and its major interventions are *annexed*

**Section III** presents first the global approach and the strategies of the institution in terms of:

- Partnership and concertation
- Capacity building
- Integration and synergie
- Human and financial resources

It finally describes the major axes and key indicators of monitoring – evaluation.

**Section IV** concludes the document of strategy by reiterating the firm will of ACALAN to align with (a) the New Strategic Plan of the AUC (2009- 2012), (b) the Second Decade of Education for Africa (2006- 2015), (c) the Language Plan of Action for Africa in its quest for promotion and valorization of African languages. To do so, the Strategic Plan intends to be « a living program of action research » at the service of all the linguistic community in its search for the reaffirmation of African identities.

Analysis of the internal and external context

## 1.1 Presentation of the African Academy of Languages (ACALAN)

The African Academy of Languages was created from an examination of the unfortunate initiatives at national, regional and continental levels which showed that one main reason of the unsuccess is the inexistence of adequate structures to propel the implementation of policies adopted by mutual agreement. There is no use passing only resolutions on languages during conferences; these resolutions must be integrated into national language policies, and a detailed action plan must be elaborated. Therefore, there should be on the one hand, a body of experts in charge of preparing and implementing such plans, and on the other hand, an adequate financing to support these policies.

The creation of ACALAN makes it possible to face the inadequacies of the current practice by adopting a double approach. Firstly, at the continental level, ACALAN will be the highest authority to insufflate ideas, to translate decisions as regards language policies into workable action plans, with a reservoir of expertises at the disposal of the Member States of the African Union within the context of the formulation and the implementation of their language policies. Secondly, on the regional and national levels, there will be a grass-roots approach through the establishment of language commissions for each language (cf. MACALAN 2001).

From the Mission for the African Academy of Languages (MACALAN) the main objective of which was to make the Project known at both national and international levels, to the African Academy of Languages (ACALAN), the instrument of valorization and promotion of African languages, a long way has been covered from the scientific and technical validation (May 2001) to the international validation going through the political validation (July 2001) and the legal validation (February 2002).

The examination of the major texts has permitted to clarify the vision/mission of the African Academy of Languages as a specialized intergovernmental organization of the African Union with the mission of valorizing the African languages and consolidating the African integration and unity. ACALAN makes it possible not only to reinforce the sociocultural development of Africa, but also to accelerate the integration of the African peoples. It works for the preservation and the rapid promotion of African languages in general and of cross border vehicular languages in particular, in making of them working languages in the continent, in all the domains of activity, at all the levels (local, national, regional, continental), and this in partnership with the European languages inherited from colonization, and which are from now on part of our historical heritage.

**1.2. Organs:** the Statutes adopted by the Summit of the Heads of State and of Government clearly state the organs of ACALAN are:

1. The Conference of the Ministers of Culture of the African Union, the Highest Organ of the Academy ;
2. The Board of Administration, the deliberating Organ of the Academy;
3. The Scientific and Technical Committee, the consultative Organ of the Academy;
4. The Assembly of the Academicians ;
5. The Executive Secretariat.

**1.3. ACALAN's working Structures are:**

1. The national Language Structures :
2. The Vehicular Cross Border Language Commissions:

<u>NB</u>: ACALAN can put in place a Commission for each VCBL.

- The Commissions constitute the working structures of the Board of Administration and the Assembly of the Academicians;
- The Board determines the criteria of selection and the number of the members of each Commission.

## 1.4. Projects/Programmes and activities

With regard to the socio-economic, cultural and political situation of Africa, the continent has created the African Union which is a symbol of the renewed panafricanism and which constitutes the strategic instrument of Africa to take up the challenge of the 21$^{st}$ century. In this context, its vision is to ambition for "*an integrated, prosperous and peaceful Africa run by its citizens and representing a dynamic force in the world arena*". The translation of this vision into action goes through the basics of African values among which culture is the pedestal and the missions of the structures in charge of culture are consequently to promote this value.

The Academy African of Languages (ACALAN) works in the same panafrican vision, especially in the context of culture revalorization. That is why, it is necessary to revalorize the place of culture and of the actors in development. It must not be only a dimension of development but a foundation of the ideal panafrican development.

Knowing the present situation of African Languages, representing, according to some estimates, the third of the world languages (2000 out of 6000),but which remain at the same time the least instrumented, it is undeniable that they must be repositioned, valorized, and conferred competencies so that they can be utilized in many more varied domains. In addition, taking into account the high rate of illiteracy in Africa, there is no other alternative to the use of African Languages in literacy and in educational systems, in view of guaranteeing a larger participation of the populations in the process of development.

ACALAN's activities are summarized in a Programme of activity, the priority axes of which are as follows:

**1.4.1. The regional Conferences**: on « National Policies: the role of Cross Border Languages and the place of lesser used languages in Africa», the objectives of which are:

- **First**, to make an inventory of fixtures of the use of national languages in all life's domains;
- **Secondly**, to develop arguments justifying and enabling the promotion of cultural and linguistic diversity. Such approach will contribute to strengthening national, regional and continental integration as well as the development of research, language planning (corpus planning as well as acquisition planning), and curricular development;
- **Thirdly**, to invite decision makers, on the one hand, to strengthen and develop experiences of introducing national languages in educational systems with the view of curricula harmonization, and on the other hand, to identify and coordinate networks of languages promotion;
- **Fourthly**, lastly, to contribute to the establishment of working structures of ACALAN.

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**1.4.2. Programs/ Projects and Activities: achievements**

The African Academy of Languages has developed and started implementing a certain number of Programs/Projects among which:

1. The Linguistic Atlas for Africa,
2. Stories Across Africa (StAAf), based in the University of Cape-Town, South Africa
3. The Panafrican Program of Master and PhD in Applied Linguistics (PANMAPAL), based in the University of Yaoundé I, Cameroun
4. The Project of Terminology and Lexicography based at the Kiswahili Institute in Dar-Es-Salaam, Tanzania
5. The Panafrican Centre of Interpretation and Translation, based in ACALAN's Headquarter in Bamako
6. The Project « African Languages and the Cyberspace » based at the University of Addis-Ababa, Ethiopia

To this day, though their implementation is facing lot of problems, most of them are presently in a way on the ground. They are: Stories Across Africa (StAAf) producing booklets for children benefited with a financial support from the African Union and the Ford Foundation, PANMAPAL run in the Universities of Yaoundé, Addis and Cap Town (see the last report on PANMAPAL Conference in Yaoundé) and which is being extended to more Universities for the second phase of the project, the African Languages and the Cyberspace has been lately revitalized.

The Linguistic Atlas for Africa has a project document ready for marketing. The Panafrican Centre of Interpretation and Translation has a draft document project which needs to be finalized. All the rest of the core projects need to be reconsidered.

Two additional projects are being implemented: the Training of Teachers Trainers in African languages and the "Reading Clubs" to instill the culture of reading in the African readers.

ACALAN's achievements can be summarized through the very many activities of four types of validation it has gone through:

1. The Scientific and Technical validation
2. The Political validation
3. The International validation
4. The Legal and Institutional validation

Among the major achievements we can list:

- The Organization of the Inaugural and Second Sessions of the Interim Governing Board (IGB) of ACALAN
- The establishment of ACALAN's working structures and organs with:

    (i) the organization of five (05) regional Conferences and the Synthesis Conference which resulted in the identification of 41 Vehicular Cross Border Languages among which a first group of 12 to be developed;
    (ii) the organization of the Operational workshops in Southern, Western, Central and Eastern Africa which established respectively the Setswana- Cinyinja/Chichewa, the

Hausa, Fulfulde and Mandekan, the Beti-Fang and Lingala, the Malagasi, Kiswahili and Somali Vehicular Cross Border Language Commissions. Then, their Planning Workshops were organized to provide them with a three years plan of activities, followed by the Harmonization workshop of these above mentioned CBVL and the capacities building of the members of their Commissions.

The remaining two commissions will be put in place in Northern Africa as soon as the conditions will permit it. As to the organs (The Conference of the Ministers of Culture of the countries members of the AU, The Board of Administration; the Assembly of the Academicians and the Technical and Scientific Committee) operational suggestions have been made such as the establishment of a Nucleus representing the Assembly of Academicians and consisting of 8 eminent personalities.

- The staffing of ACALAN's Secretariat through the recruitment of its local and Professional Staff
- The Retreat that produced a Ten Years Strategic Plan (2007 - 2016) along with an Action Plan for ACALAN (under review today) and the Linguistic Atlas Project for Africa.
- The Celebration of 2006 – 07 as the Year of African Languages **(YOAL)**
- The Celebration of 2008 as the International Year of Languages (IYL), proclaimed by the 61$^{st}$ Session of the General Assembly of the United Nations
- The Bamako Scientific and Technical Meeting: "The Interim Period of ACALAN (2006-2009): Assessment and Perspectives" (*10- 11 December 2009*)
- The restructuration and development of the its website (www.acalan.org), as well as a *Portal* for « writers *and Publishers for the promotion of multilingual literate environments*» ;
- The development and management of the Documentation Centre along with a Linguists Directory
- The publication of four information Bulletins in 2006, 2007, 2009 and 2010 (in process).
- The establishment of a Nucleus representing the Assembly of Academicians and consisting of 8 eminent academicians drawn from the five regions was constituted with Pr Ayo BAMGBOSE, Emeritus retires Professor from Ibadan University (Nigeria) as Chairperson.
- The Organization of the Bamako International Forum on Multilingualism ()
- The Meeting with the regional Language and Cultural Centers to align their activities with those of ACALAN
- The organization of the **Day of Peace** in Mali with the Ministry of Foreign Affairs and Internal Cooperation and the African Diplomatic Corps
- The participation of ACALAN to AU Summits and other relevant activities to our vision/missions
- ACALAN's participation to the organization of the Pan African Cultural Congresses (1, 2 and 3)
- The participation of ACALAN to the organization of the Celebration of the International Day for the Mother Tongue (21$^{st}$ February) in Mali by ILAB
- The various missions of the Executive Secretary and the other members of the Technical Staff to make ACALAN more visible.

The implementation of most activities of the African Academy of Languages (ACALAN) was made possible thanks to the financial support from the Government of the Republic of Mali, the African Union and other technical and financial partners such as UNESCO, OIF, Swiss Cooperation, ADEA, most recently Spain and Austria.

**1.5. Partnership**

- ◆ UNESCO
- ◆ The International Organization of « Francophonie » (OIF)
- ◆ The International Academic Union (UAI)
- ◆ The World Congress of African Linguistics (WOCAL)
- ◆ The Association for the Development of Education in Africa (ADEA)
- ◆ The malien Government
- ◆ The Swiss Cooperation
- ◆ The Spanish Government
- ◆ The Austrian Government
- ◆ The MAAYA Network – The World Network for Linguistic Diversity and its various members
- ◆ The Regional Economic Communities (RECs)
- ◆ The Regional Language and Culture Centres
- ◆ The African Universities and Research Centres

New partnerships have been established with:

- • Freedom Park Trust in Pretoria, South Africa (African Heritage)
- • UNON in Kenya (Interpretation and Translation)
- • CIEFFA (Girls and Women's Education)
- •

NB: Since assuming his duties in January 2010, the new Executive Secretary Pr Sozinho F. MATSINHE has started approaching the various diplomatic Representations accredited in Mali in view of presenting ACALAN, discussing issues of common interest and increasing ACALAN's visibility.

## 1.6. Administration

| Executive Secretary : | Pr Sozinho F. Matsinhe, PhD, Linguist |
|---|---|
| Senior Programmes and Projects Officer | Dr Ojo Johnson Baba, University Teacher |
| Senior Research and Programme Officer | Dr Dampha Langfafa, University Teacher |
| Translators/Interpreters | |
| Finance and Administration Officer | |
| Documentalist/Research Assistant | Mr. Aimé BAMBARA |
| Secretary | Mme Dicko Fatimata Kounta |
| Secretary/Receptionist | Mr Modibo DIALLO |
| Driver | Mr Aliou COULIBALY |
| Driver/Mail Runner | Mr Cheick. S. COULIBALY |
| Cleaner/Mail Runner | |

# 1.7. Challenges and Perspectives

## 1.7.1. Management of the Core Projects/Programs

After the Bamako meeting on ACALAN's Assessment and Perspectives, the new team organized with the outgoing Executive Secretary Mr Adama SAMASSEKOU a couple of meetings during which ACALAN's activities were considered in operational terms. The six (06) Core Projects/Programmes

were considered and the decision was taken to re-actualize them in the perspective of aligning them with the objectives of the AUC and the African Renaissance. They are:

**The Linguistic Atlas for Africa**: with a multilingual documentation base on the African languages, with revised and corrected data, this program will permit to gain a real knowledge of the linguistic situation in Africa, to produce when requested geo-linguistic maps useful for both research and teaching. It is therefore useful for linguistic planning policies through multilingual education, for the development of competencies for higher education and research, for socio-economic development and communication. It will bring more visibility to the African linguistic landscape and enable the development of national, regional and continental African linguistic maps, which will facilitate a targeted promotion and valorization of both less used and wider communication languages. The creation of the African Center for Research, Documentation and Production on African languages and linguistic maps (ACRDP) will strengthen the overall environment.

A project document is ready and will certainly need some update. ACALAN will have to re-contact the Swiss Cooperation or/and seek some other partners for its implementation.

- **Stories Across Africa *project* (StAAf), based in Cape-Town, South Africa**: StAAf is producing anthologies of stories for children from birth to teens to enjoy in their own languages. Stories old and new are in the process of being collected, written, rewritten, translated and illustrated for a range of modern – day African children in rural and urban settings. This project will allow all the African children to read the same stories and tales published in various areas of Africa, to reinforce reading culture and continental integration.

- **Pan-African Master's and PhD program in African Languages and Applied Linguistics, (PANMAPAL) based in Yaoundé, Cameroon**: in its pilot phase in three universities: the University of Yaounde 1 (Cameroon) and that of Cape Town (South Africa) and Addis-Ababa (Ethipia), PANMAPAL's aim is to train qualified linguists, language professionals, educators and other practitioners to become specialized in African languages and the application of relevant linguistic theory, which will facilitate the implementation of the other core projects of ACALAN.

- **The Terminology and lexicography Project based in Dar-Es-Salaam, Tanzania**: the purpose of this project is to better ensure the empowerment of African languages and the reinforcement of the process of harmonization of the concepts in a global referential terminological frame at continental level. One of the main tasks of this project is to train not only dictionary compilers and terminology developers but also to make research, provide support, counselling, and services in these fields in the major African languages. ACALAN is seeking technical and financial support in order to develop the project document and implement it.

- **The Pan-African Centre of Interpretation and Translation, based at ACALAN headquarters**: it aims at creating the appropriate conditions for training, interpretation and translation in the AU working-languages in general and in the cross-border African languages in particular. In addition, this Centre will be a centre for training in interpretation and translation in national languages, for supporting and putting into synergy with other similar national institutions. ACALAN is seeking technical and financial support to finalize the project document and implement it.

- **The "African Languages and Cyberspace" Project, based in Addis-Abeba, Ethiopia**: its objective is to make it possible to guarantee the conditions of adapting ICTs to the African languages. ACALAN is seeking technical and financial support to develop the project document and implement it.

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With regard to the above Core Projects, ACALAN is trying in collaboration with the African Union to:

1. Carry out a situational analysis/diagnosis and /or a capacity (institutional and organizational) assessment of the existing projects (in process or not)
2. Develop for each of the a Strategic Plan accompanied by an Action Plan, a Logical Framework and an Implementation Plan
3. Appoint Coordinators/Managers

The main challenges ACALAN is facing are:

1. The creation of the concrete conditions for the safeguarding and preservation of African languages which are all threatened in the long term. These challenges relate to the main aspects below:

- the need of a political decision from each member State of the African Union to give back to the African languages the place and the statute which are theirs in our States, in partnership with colonial inherited languages;
- the instrumentation of all our languages through the creation and/or the development of research, valorisation and promotion structures...;
- the use of our languages in all the fields of public life, particularly in Education

2. The contribution to an endogenous development through the use of African languages, in the perspective of the consolidation of integration and democracy.
3. The mobilization of human and financial resources, essential to the implementation of its Programme of Activities.
4. The building of the ACALAN headquarters.
5. The Rebuilding of the African Education Systems with the introduction of National Languages into the school systems and the Training of Trainers, a multi-dimensional Program.

## 1.7.2. ACALAN: Perspectives

ACALAN has among other things the following perspectives:
- The finalization of the recruitment process of the international staff (Technical and Professional)
- The establishment of the rest of the permanent and working structures of ACALAN so as to make the institution quickly operational, notably through the organization of the Regional Operational Workshops in Central, Eastern and Northern Africa to establishment their respective Cross-border Vehicular Language Commissions, followed by their Planning and Capacity Building Workshops to provide them with Programs of Activities/Action Plans for their three years mandate;
- The selection of the second group of Cross Border Vehicular Languages and their Planning workshops
- The establishment and/or the reinforcement of the National Structures of languages and linguistics departments in the Universities.
- The launch of the initiative for the Rebuilding of the African Education System implying (a) reformulating their policies, (b) reforming their Language policies, (c) adapting or developing

their curricula, (d) training and/or building the capacities of the teachers especially in terms of teaching/learning methods and techniques, etc

- Assisting the Department of the Social Affairs of the AUC in its various activities related to Language, Education and Culture (Cf: the African Renaissance Campaign, the Summits, etc)..
- The development of a dynamic partnership with all the organisations and institutions involved in the enhancement of the African languages.

As the concrete manifestations of the political will of the Heads of State and Government of the African Union, the African Academy of Languages is the reason of a renewed hope in the African Renaissance, for the linguists, the women and men of culture and science of the continent.

According to Prof. Matsinhe, the short and mid terms perspectives were therefore as follows:

a) Establishing in 2012 the remaining working structures of ACALAN:

> The remaining 2 Vehicular Cross-border Language Commissions and start the new batch
> The remaining National Language Structures

b) Establishing the remaining ACALAN organs:

> The Governing Board
> The Assembly of Academicians
> The Scientific and Technical Committee

C) The finalization of the recruitment of the staff of ACALAN Executive Secretariat
D) Examination of all ACALAN Core projects
E) The planning workshops to enable the Vehicular Cross-border Language Commissions to tackle the implementation of the priority activities as regards the development of the languages.
F) Improve the communication strategies in order to give ACALAN more visibility throughout the continent and else where.
G) Creating a strong and dynamic partnership up to the technical and financial challenge of African Languages valorization and promotion

NB: to improve:

1. African languages in the next 10 years

*Perspectives on Africa's language situation: 2007 – 2020*

Prof ALEXANDER's communication during the planning workshop of the Strategic Plan presented with the global hierarchy of languages as follows:

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- the existence of no single African language prominently in any domain apart from a few languages that have become noticed in the arts and culture domain, especially in music ;
- The hegemony of English on the other languages.

Then, he stressed the need for maintaining linguistic diversity in the world, by starting and supporting globally counter-hegemony initiatives with the implication of all the actors in the development process.

In addition. the communication of Professor ALEXANDER put forward:

- **continental challenges with respect to the Africa's languages** particularly conducting an authoritative sociology of language study the report of which should be given maximum publicly possible, the identification by the ACALAN of the cross-border languages to be promoted and the development of a chronogram and a plan of implementation of their promotion;

- **important practical initiatives/Projects of ACALAN** particularly the establishment and the standardization of the ACALAN structures, considering the amendments to the statutes in the direction of simplifying all structures and rendering them less expensive to maintain/sustain, the harmonisation and implementation of the language policies, and the promotion of ACALAN core project particularly the Linguistic atlas for Africa;

- **a few controversial issues** of which the suggestions turned around :

  ✓ problems related to the implication of the local legitimate institutions in the choice of the cross-border languages;
  ✓ the dilemma of the African intellectuals who are committed in mother tongue-based bilingual education, but who, for good reasons in most cases, send their children to English or French medium;
  ✓ the need for the ACALAN Web site to become an effective, an popular instrument for providing relevant information for the various actors;
  ✓ the implication of linguistics and African languages departments.


Showing ingeniousness in his critical reading of the Statutes and the Rules of procedure, Professor Ayo stressed that ACALAN's organization and operationnalisation suffer from a certain number shortcomings among which one can note:

1. **The institutional inflation which characterizes the Academy:** ACALAN will have to face, if the status quo is maintained, enormous financial needs and technical skills to make work its five constitutive bodies which are: the Conference of the AU's Ministers of Culture (the highest body), the Governing Board (the deliberating body), the Scientific and Technical Committee (advisory authority), the Assembly of the Academicians, the Executive Secretariat; in addition to these bodies there are already too many working structures.

2. **The inadequacy between the Statutes and the Rules of procedure**: everything considered, one realizes that the Rules of procedure do not sufficiently clarify the Statutes.

3. **The irregular situation of the Interim Executive Secretariat:** The IES continues to exert its functions while the period of its institutional legitimacy has come to an end.

4. **The linkage between ACALAN and AU:** If unanimity is made on the Pan African character of the Academy as an institution of the African Union, the types of relationships governing these two organizations have to be clarified.

5. **The unfinished establishment process of ACALAN bodies and commissions of languages:** The visibility of the deployment of the Academy leaves much to be desired so that the experts insisted on the urgency to move now from theory to practise.


All in all, with the establishment of all ACALAN's working (National Language Structures (NLS) and Vehicular Cross Border Language Commissions (VCBLC), with ACALAN's involvement in the revamping of the Regional Language and Cultural Centers on the one hand and that of the African Education Systems on the other, with the revival of the Majors Projects, there will be in the future more demands for (a) **training and capacity building** and (b) **for education** with regard to high qualified language specialists and practitioners.

## SECTION II : THE STRATEGIC PLAN

### Vision

1. The African Academy of Languages (ACALAN), a specialized institution of the African Union, aims to contribute to Africa's development and the construction of the African Unity via the promotion and enhancement of African languages through their use in all the domains of life.

2. The African Academy of Languages – ACALAN- is the most efficient and effective Instrument of the AUC for the realization of the development and integration of Africa through the promotion and valorization of African Languages.

### Mission

1. The African Academy of Languages (ACALAN)'s mission is to promote a scientific and democratic culture through the use of African languages in partnership with other languages. It works to promote cultural exchanges between African communities in the context of globalization.

2. Its mission is to valorize and promote African languages, in partnership with the languages inherited from colonization

In addition, ACALAN must coordinate the activities of the structures involved in the development of culture and languages throughout the continent.

### Basic Values

ACALAN's specific values consist in establishing a cultural African identity that is plural and citizen, from the valorisation of languages in the service of development and in ensuring pan-Africanism as a factor of the integration of Africa and the promotion of the African Man.
Therefore, the values of ACALAN are: (1)

- the pursuit of African cultural identity;
- the plural and citizen dimension of this identity;
- the valorisation of African culture and languages as the basis for development;
- Pan-Africanism as a factor of the integration of Africa and the promotion of the African women and men.

(2)

- Respect : for Africa - AU- and universal positive values (linguistic and cultural diversity)
- Workl
- Integration (of Africa).
- Solidarity :
- Competence : to be competitive
- Solidarity
- Mutual comprehension,

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## 1.1. Strategic Axes

There are four (04):

**AX 1 : Institutional and Political Mechanism**
**AX 2 : Partnership, cooperation, network and meeting**
**AX 3 : Promotion and valorization of languages**
**AX 4 : Communication**

## 1.2. Overall Objectives

From the vision- mission and from the values derive the following three (03) global objectives:

(1)
- To contribute to the rehabilitation and the promotion of African languages;
- To valorize African languages in all the domains of life
- To reinforce linguistic cooperation and coordination between the African States and the various communities.

(2)
- To Promote and to valorize African languages in general and vehicular cross border languages in particular, in partnership with the languages inherited from colonization
- To promote a convivial functional multilingualism at every level, especially at the education sector's ;
- To ensure the development of African languages as factors of integration, of solidarity, of respect for values and of mutual understanding in order to promote peace and to prevent conflicts ;

## 1.3. Specific Objectives

- To accompany the Ministers of education and of culture in the Rebuilding of the systems of education
- To accompany the regional and sub-regional Institutions of education (IPED, CIEFFA, Fondation KARANTA...)
- To assist technically the African countries in the formulation and implementation of linguistic policies, specially through the creation and/or the development of national structures for the promotion of African languages; to assist them in the implementation of the Charter of the African Cultural Renaissance and of the Linguistic Action Plan for Africa
- To ensure a normative and codification role in the instrumentation and instrumentalization of African languages
- To accompany the regional languages and oral traditions centers (CELHTO, CERDOTOLA, EACROTANAL...)

**The intervention axes**

To achieve the overall objectives, ACALAN's interventions fall into four (04) strategic axes:

Strategic Ax 1 :

**Institutional and policy mechanism**

Strategic Ax 2 :

**Partnership/cooperation (networking and meeting)**

Strategic Ax 3 :

**Promotion and valorisation of languages**

Strategic Ax 4 :

**Communication**

### Ax 1: institutional and policy mechanism

*Objectives*:

- to complete the establishment of ACALAN's statutory structures;
- to ensure ACALAN's functioning;
- to provide support to language institutions at national and regional levels.

*Expected results*:

- The statutory structures of ACALAN are established;
- The statutory structures are functional;
- The capacity of language institutions are strengthened at national and regional level;
- To mobilize resources to finance ACALAN's plans of action.
- The visibility of languages institutions is ensured.

*Actions proposed*:

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- Transitional Measures
- To identify cross-border languages in the country of each sub-region
- To establish vehicular cross-border language commissions
- To establish a study team of languages
- To approve ACALAN's final structures and ensure budget provisions Sec / IGB.
- To conduct architectural studies for the construction of the ACALAN headquarters
- To ensure documents translation and Interpretation
- To ensure fundraising to finance the functionality of ACALAN's structures and activities [Japan / South Africa] Sec / IGB
- To Support cross-border language Commissions in the exercise of their functions
- Regional Conference for dialogue between political and cultural actors (West Africa, Southern Africa, Central Africa, North Africa) Sec / IGB
- To create a fund for the development of African languages
- To advocate for the approval of a decade of African languages. Sec / IGB
- To monitor and evaluate ACALAN's structures and activities Sec / IGB
- To plan the major activities and events ... celebrating the decade of African languages (DAL) with all stakeholders (arts and culture community, Diaspora etc.)
- To implement the activities ... celebrating the decade of African languages
- Some African languages are official in practice in all the AU regional structures

## Ax 2: Partnership/cooperation (networking and meetings)

### Objectives:

- To build the capacities of the three (03) regional centres;
- To set up two (02) other centres;
- To develop a relevant partnership between ACALAN and the other networks in the language field;

### Expected results:

- The three (03) regional centres are functional;
- Two (02) other regional centres are created and functional;
- Partnerships between ACALAN and the other networks are established (bilateral and multilateral partnerships);
- The visibility of ACALAN is set at national, regional, sub-regional and international levels;
- The internal and external resources to finance the various operational plans are available.

### Actions:

- To build the capacities of the regional centres' staff
- Institutional support to regional centres
- Signed partnership agreements
- To organize missions of collaboration and networking
- To organize regional consultative meetings in Southern, Central and Eastern Africa, Sec / IGB / regional actors;
- To undertake income-generating activities (consultations and publications)
- AAU; WOCAL so forth.

- Regional languages,
- Literacy and Adult Education Structures (to be specified)

## Ax 3: Promotion and valorisation of languages

*Objectives:*

- To promote operational research on languages for their use in all the domains of life;
- To capitalize innovative experiences as far as language is concerned
- To make ICTs available to the promotion of languages;
- To make available mapped information on African languages (existence of networks at national, regional and international and specialised centres);
- To implement the major projects of the African Academy of Languages.

*Expected results:*

- Languages are introduced in education, administration, communication and in the management of power;
- A new culture of language use in society is irreversible;
- ICTs are adapted to the promotion of languages (ICT localization, ICT development in languages: software, hardware and protocols...);
- A better understanding and management of the African language space;
- A Centre specialized in the analysis of languages dynamics exist;
- A critical mass of high-level linguist exists;
- The Pan-African Centre of Interpretation and Translation is functional;
- Human resources in translation and interpretation are available;
- Tales and stories are made available to African children;
- Reading culture in African languages is introduced;
- Lexicons and dictionaries are available in languages;
- African languages are empowered to serve as communication tools in the cyberspace.

*Actions* (consist of planning and implementing ongoing research projects):

- To coordinate research
- To develop a policy paper for African language;
- To publish research results
- To Support the development of human resources;
- The Atlas project
- The Pan-African Master & PhD in Applied Linguistics (PANMAPAL), Yaoundé, Cameroon;
- The Pan-African Centre of Interpretation and Translation, headquarters of ACALAN, Bamako, Republic of Mali;
- Stories Across Africa (StAAf) project, Cape Town, South Africa;
- The Terminology project, Dar Es Salaam, Tanzania;
- Lexicography project, Gaborone, Botswana;
- African Languages and Cyberspace project, Addis Ababa, Ethiopia;
- Advocacy for the use of 3 or 4 African languages in all regional structures of the African Union Sec / IGB

## Ax 4: Communication

*Objectives*:

- To provide support to the African Centre for Research, Documentation and Production to disseminate information through its database;
- To facilitate the network.

*Expected results*:

- The visibility of ACALAN is ensured;
- Information is available and accessible to every potential user;
- Information sharing is guaranteed through the website (exchange flows).

**Actions:**

- Regular publishing of the Bulletin
- Regular facilitation of information
- Development of tools to run the website (Forum, advertising service, newspapers).
- To make more relevant language tools through the use of New Information Technologies and Communication;
- To archive documents and to constitute a data bank
- To build partnerships with all media and publishers in African language literature

**NB: The synoptic tables in the annexes**

**Monitoring & Evaluation**

The monitoring & evaluation of ACALAN's Programs/Projects and activities will be based on the tools used by the AUC or those developed by the programs/projects managers/coordinators (the logical frameworks, implementation Plans, the Programs of activities and Action.

*a) Evaluation*

- Regular « Reflective Practice » by ACALAN on the field activities is an effective tool to identify the lessons learned and the domains in which the programs have some impacts, and to adopt remedial activities where there is none.
- Any project must have a logical framework clearly explaining the expectations from the ways in which the outputs produce the impacts
- Any project must have evaluation plans which describe:

  (i)    How basic information related to performance indicators specified in the logical framework will be obtained
  (ii)   How and when term evaluations will be carried out
  (iii)  How and when final evaluation will take place

- All the actors should be involved in the implementation of the process of formal evaluation using participatory methods, in particular the Commissions for both National Language Structures and Vehicular Cross Border Languages.

*b)Monitoring:*

- An effective monitoring is based on plans indicating clearly the objectives, the activities, the people responsible for the activities, the time frame for the completion of the activity and the required support. ACALAN's projects will be mostly evaluated quarterly/half-yearly and/or annually according to their progress
- All the plans are dynamic and need to be revised periodically to accommodate the changes occurred in the implementation.
- The partners and other groups in linguistic departments, language centers or in communities are able to assist in the monitoring of projects/programs, particularly in the activities at the level of the commissions, Language Centers and Universities, should be involved in the elaboration of the plans and monitoring tools.
- Regular field visits of the staff are mandatory (...% of the working time) in order to monitor the progress of the project. To spend some time in the projects not only permits to ensure an effective monitoring, but also it offers opportunities to understand better and to cultivate confidence and transparency..
- The projects reports are part of the tools of monitoring used by the project to document the plans and the progress, the good and bad lessons learned and the questions in addition to performance and plans.

*Documenting the impact and the lessons learned*

Covering all the main aspects of African languages' promotion and valorization, documenting and la capitalizing the best practices constitute important benchmarks. ACALAN will create a data base for information exchange, and will devote considerable resources to the impulsion of research and to the

coordination of research and implementation activities. To facilitate its job, ACALAN will devote itself to six groups of languages **(Ayo, 200...)**

- ❖ Cross-border languages of wider communication
- ❖ Limited Cross-border languages
- ❖ Non Cross-border languages of wider communication
- ❖ Limited Non Cross-border languages
- ❖ Endangered Languages
- ❖ Imported (or partner) Languages.

ACALAN will try to make available a databank useful for research, the design and management of linguistic in particular and development (educational) projects/ programmes in general. Our schools universities/ high schools (cf: Rebuilding the African Education Systems) and especially our regional centers and other language institutions working in particularly difficult contexts really need it and the context of national, sub regional and continental experiences multiplicity, belonging to a pan African institution, constitute most favourable contexts for the creation of a true learning culture which :

- Will help improve the impact of the programmes/projects knowing that the adjustments with regard to the strategies are made on the basis of lessons learned.
- Will provide with pertinent information for the formulation of new initiatives
- Will make ACALAN more credible with the continental and international community of development

## SECTION V: STRATEGIES FOR THE NEXT 15/20 YEARS

**What would the African linguistic landscape be like and what would be the challenges that ACALAN would have to face in the coming 20 years?**

### 5.1. The African languages in the next 20 years

If activities go as planned, that is if:

- the African Renaissance movement is implemented through out the Continent
- the Khartoum decision to link Culture and Education was implemented by the African States (ACALAN has the mandate to coordinate the efforts of the various stakeholders)
- the initiative to introduce National Languages into the education systems happen to be a reality
- the initiative to "re-build" or "re-shape" the African Education Systems is launched
- the 41 identified VCBL Commissions are progressively established with the constant commitment of the national and international organizations and the respective African Government for the promotion and valorization of African languages
- Taking into account the progressive globalization of the World with the hegemony of mega language
- Taking into account the impact of the TIC on languages in the World

ACALAN will have more autonomy and more authority.

The active participation of the language commissions at both national and regional levels, the language communities/associations/organizations will be confirmed through true choices relative to the priorities of development and particularly in education. The trend toward a greater recognition from the African Governments, from the potential of organizations community and of NGOs to support ACALAN will continue and the organizations of civil society will play greater roles in the promotion and development of African languages. There will also be a growing pressure for more services in languages following the reforms of the educational systems and the appearance of new providers in language services.

**African languages and the other sectors (Cf : the introductory speech of Pr CHUMBOW in Addis during the Synthesis Conference)**

The valorization and promotion of African languages in all the domains of life through their use will facilitate the integration of the various sectors of development, and therefore will be powerful factors of promotion for economic growth, then for poverty reduction.

**African languages and the other sectors:**

- African languages and development/Globalization
- African languages and culture
- African languages and education
- African languages and the cyberspace

**Partnership and dialogue**

## Approach

ACALAN's approach, like that of the AUC, will be that of support and accompaniment in order to better maximize not only the use of resources, but also the development of capacities. It is for that reason more delicate and supposes the instauration of a climate of confidence and the recognition of competencies and of levels of responsibility of each partner. The basis of this partnership will have to be clearly established and subject to a formalized understanding (protocol) starting from the inception of the projects.

It is also « iterative », that is both the quality of a systematic intervention and a tool of management which may adjust the activities of the sector to the needs and to the capacity of absorption of the partners.

ACALAN's approach intends to be developmental because based on:

- The fact that change does not occur by imposing imported models, but rather on the belief that we create reality through our commitment with the others and the events, hence its basically participatory characteristic
- The principle that any organization that wants to be « living » should have within itself this capacity for auto reproduction, and be in perfect harmony with its environment, that is to say to have its own structures of relationship (sources of power), and to develop a capacity to respond with greater flexibility to the needs of the internal and external change.

## Strategy

ACALAN's global strategy is based on three basic principles of participatory development, that is:

- Partnership and concertation ;
- Capacity building;
- Integration/ synergy with the other projects.

### Partnership and concertation

To improve the quality of its services (in terms of real impact) in the programs/projects and centers it works on or/and with, ACALAN will adopt a strategy based on partnership with national/ international organizations and with civil society organizations/ associations. Its support is going to be regressive to enable a greater empowerment. The objective aimed at is the sustainability of the interventions after the projects lives, that is by the end of a project, ACALAN will have transferred its role to the partners it would have worked with.

In addition, concertation with all the actors is the corner stone of ACALAN's approach in the implementation of its projects.

### Partners' capacity building

The development of national and transnational competencies has a place of choice in ACALAN Strategic Plan (2007 – 2017. It will be a priority ax in the projects/programs implementation activities. This capacity building will cover two main dimensions:

- Organizational capacity Building (linguistic training, management, etc )

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- Institutional capacity Building (Equipment).

**Financial and human resources**

A Strategic Plan is only worthy through the quality of men/women responsible for its implementation, the means available to them to do so. For that reason, ACALAN benefits from comparative advantages, some because of its public relations of quality both at continental and international levels. We can cite among others:

- Its belonging to the Commission of the UA
- Its partnership with UNESCO, OIF, the Swiss Cooperation, the International Academic Union, etc

In addition, it has got:

- A committed, experienced and dynamic Executive Secretariat
- competente and reliable resources persons.

**ANNEXES**

**ACALAN's SWOT analysis:**

It focuses on the following elements:

**Strengths or successes:**

- Availability of a valid legal text as an instrument of its action (Statutes)
- Availability of human Resources in term of expertise in all the fields of linguistics to solve languages related problems that the continent is facing
- Availability of the Universities and research Institutions of linguistics
- Commitment of the ACALAN technical and scientific team: Governing Board, Executive Secretariat, Steering committee, people prepare to make sacrifices for the cause of the African languages
- Belonging to the AUC family
- The Advent of a functional ACALAN Web site
- Existence of serious partners
- Membership to national and international networks

**Weaknesses:**

- Failure or delay in the establishment of the administrative, scientific and technical structures provided in the STATUTES so as to allow ACALAN to function to the maximum;
- Absence of means and financial resources for the implementation of the ACALAN linguistic projects ;
- Absence of a data bank with the contacts and addresses of the specialists in languages and linguistics and of potential technical and financial partners ;
- Absence of mechanisms of communication, dissemination and diffusion of research and knowledge;
- the values are not clearly articulated;
- low valorisation of the use of languages in the administrative and political life
- non-functional texts because of administrative heaviness.

Comment [D1]: N'existe pas dans le texte français

**Opportunities:**

- Support and good will of the current Presidency of the African Union and the Commission for Social Affairs of the AU;
- Possibility of obtaining subsidies for the execution of ACALAN's projects in the horizon: Switzerland, VOLKS WAGEN, UNESCO, etc;
- Opportunity of establishing cooperation relationships with national linguistic structures in African countries;
- Growing awareness on the importance of languages;
- The major projects initiated by ACALAN;
- Multilingualism in educational systems;
- Existence of an associative dynamics in the field of languages;
- African Renaissance movement.

**Threats:**

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o Lack of commitment from the majority of African countries as regards a linguistic policy in favour of African languages;
o Lack of interest;
o Ignorance;
o low level of budget prioritisation;
o Danger created by the African elite with respect to African languages (negative attitude of the African elite);
o Fear of multilingualism as a potential danger to national unity among some political leaders;
o Low valorisation of languages in administrative life;
o Lack of constant interest of the people in charge of the African Union;
o Ageing generation of linguists in the continent.

# ON THE ACALAN STRATEGIC ACTION PLAN
## 2007-2011

| 2007 | 2008 | 2009 | 2010 | 2011 |
|---|---|---|---|---|
| **POLITICAL**<br><br>Report on and receive approval of amendments to interim arrangements (AS/Sec/AUC)<br>→End May | Regional conference to update political and cultural stakeholders West Africa, Southern Africa, Central Africa, Northern Africa<br>Sec/ GB<br>→ End June / August/ October | Decade of African Languages lobbied for and approved<br>Sec/ GB<br>→ End Dec | Plan in detail all activities and major celebratory events for Decade of African Languages (DOAL)<br><br>→ | Decade of African Languages Celebration and Activities begin<br><br>→ |
| Appoint SOL study team<br>→ End April | organize first meeting of Assembly<br>Sec<br>→ End May | Routine maintenance of ACALAN structures and activities<br>Sec / GB<br>→ ONGOING | | |
| Organise regional consultative meetings in southern, eastern, and central Africa<br>Sec/ IGB/ regional players<br>→ End July | Establish African Languages Development Fund<br>Sec / GB<br>→ End October | Lobby for use of 3 or 4 African languages in all AU regional structures<br>Sec / GB<br>→ ONGOING | →<br><br><br><br>Determine viable cooperative projects with media and publishers | At least 2 African languages officialized in practice in all AU regional structures |
| Final structures of ACALAN approved and budgetary provision assured<br>Sec/ IGB<br>→ End December | | initiate contracts with all media and publishers of African language literature Keyboards dissemination<br>Sec<br>→ July – December | Plan and organize major continent-wide initiatives | Begin 10-year processes and institutions in and via media (radio, TV, Internet, ....and publishers) |
| Find donor to cover all establishment expenditures [Japanese/South Africa]<br>Sec/ IGB<br>→ End April | | Expand language service function – operate on basis fee-paying services (mediation)<br>Sec + GB<br>→ End Dec | Plan with Arts and culture Community for DOAL<br>Engage with Diaspora for DOAL | |
| **NETWORK**<br><br>- AAU; WOCAL; ets.<br>- Regional language,<br>- Literary and adult educational structures<br>IGB/ Sec | Establish collegial cooperative relations with arts and culture communities and practitioners across the continent<br>Sec<br>→ ONGOING | | | |
| | Interact with international pro-linguistic diversity | | | |

| | | | | |
|---|---|---|---|---|
| | organizations during UNESCO's International Year of Languages<br><br>Establish firm links of cooperative nature<br>Sec + all the other ACALAN structures<br>→ Jan-Dec | | | |
| | Publishing→ website, bulletin, media | | | |
| **CORE PROJECTS**<br>Continue and accelerate – milestones to be submitted to IGB<br>Sec / ILPAA<br>Steer.Comm. | Milestones to be determined<br><br><br>Languages services<br>Inaugurate language service function –<br>Directory of all specialists to be established for domains, disciplines, languages/families.<br>Sec+STC<br>→ End Dec | | Initiate PlanMapal Doctorate Program | Initiate major translation and creative writing drives / series (c/ Hèmemann African Writers Series)<br><br>Organize major international conference on African languages<br>Sec/ GB<br>→ End Nov |

2015

# ACALAN Strategic plan revised 2010-2015

## ACALAN

ACALAN