ADEA STRATEGIC PLAN
2018-2022

“OUR COMMON VOICE, OUR COMMON SUCCESS”
Who is ADEA?

The Association for the Development of Education in Africa (ADEA) is the voice of education in Africa and has played a significant role in the education space for the past 30 years as a convener, knowledge creator, and forum for policy dialogue.

ADEA is a partnership between African education and training ministries, bilateral and multilateral development cooperation agencies, researchers, education and technical experts.

ADEA is a forum for policy dialogue that promotes innovative policies and practices by pooling and disseminating ideas, experiences, learning and knowledge among actors through its Inter-Country Quality Nodes (ICQNs) and Task forces.

ADEA provides support for evidence-based research and knowledge generation on African education and training.

ADEA seeks to empower African countries to develop education and training systems that respond to their emergent needs and that drive Africa’s social and economic transformation sustainably.

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<th>55</th>
<th>Ministries of Education in Africa served by ADEA</th>
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<td>10</td>
<td>Years of close collaboration with the African Development Bank Group (AfDB), ADEA’s host institution</td>
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<td>Strategic Pillars underpinning ADEA’s work: Continental Education Platform and Advisory &amp; Execution Support Services</td>
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<td>Years supporting the monitoring and reporting on the Continental Education Strategy for Africa (CESA) and the Sustainable Development Goal (SDG) 4</td>
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<td>30</td>
<td>Years contributing to education and training in Africa (1988 – 2018)</td>
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<td>9</td>
<td>ADEA’s main implementing entities: 8 Inter-Country Quality Nodes (ICQNs) and 1 Task Force</td>
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<td>ADEA Biennales and Triennales on education and training successfully held</td>
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<td>Regions of Africa covered by ADEA’s interventions</td>
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<td>8</td>
<td>African Union’s CESA Clusters supported</td>
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<td>20</td>
<td>Years of close collaboration with the African Union on Education Policy</td>
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**Why is ADEA needed?**

**Africa is the continent with the youngest population** in the world with a significant demographic dividend that can be leveraged to stimulate socio-economic growth.

**Africa must innovatively and meticulously foster youth skills development**, with due consideration of global trends, industries, labour market and socioeconomic needs.

The **Continental Education Strategy for Africa 2016-2025 (CESA 16-25)** considers “quality and relevant education, training and research as core for scientific and technological innovation, creativity and entrepreneurship”, thus the need for an institution that creates the enabling environment for this to be achieved.

- **ADEA’s policy dialogue interventions at continental and regional levels** have produced different positive outcomes in terms of policy reforms in the use of contractual teachers, multi-grade teaching, integration of African languages and cultures into education, Early Childhood Development, curriculum reforms, etc.

- **ADEA has promoted peer learning among African countries** through its Inter-Country Quality Nodes (ICQNs) network and helped identify scalable and replicable innovative solutions to key challenges areas in education.

- **ADEA has promoted the paradigm shift** from the conventional Technical and Vocational Education and Training (TVET) to the flexible and responsive Technical and Vocational Skills Development (TVSD), with notable reforms in Kenya, Liberia, Nigeria, and Rwanda.

- **ADEA helped to develop capacity in African governments’ national Education Management Information Systems (EMIS)** through seminars, peer reviews and technical assistance. Ministries now benchmark their EMIS against set Norms and Standards.

- **ADEA has institutionalized the sharing of experiences** and lessons among African countries. In accordance with the principles of the African Union’s Second Decade of Education, ADEA encouraged education ministers and experts in Africa to adopt the practice of sharing experiences, pooling expertise, providing mutual assistance and taking the lead in finding solutions to their challenges in education on the continent.
ADEA will contribute to empowering African countries to develop education and training systems that respond to their emergent needs and drive Africa’s sustainable socio-economic transformation, driven by two continental- and country-based strategic pillars aligned to CESA 16-25 and SDG4.
ADEA has broken down both strategic pillars into a total of eight Strategic Objectives (SOs).

### Continental Education Platform

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<td>ICQN will be furnished with greater financial and human resources to encourage greater peer learning, knowledge sharing, and sharing of best practices across ministries of education</td>
<td>ADEA’s existing leadership and knowledge dissemination in the education space will be harnessed in the creation of a more institutionalized knowledge hub for greater pan-African peer learning and sharing of best practices</td>
<td>The high-level convening power of ADEA will be preserved through participation in events at both regional and continental levels, and bringing together stakeholders from government, development agencies, civil society, private sector, and youth</td>
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### Advisory and Execution Support Services

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<td>ADEA supports countries to shape tools that gather data and diagnose needs in the national contexts</td>
<td>ADEA provides technical support to countries to develop new policies or strengthen existing policies to be responsive to country needs</td>
<td>ADEA provides hands-on technical support for the implementation and execution of policies and programs</td>
<td>ADEA drives institutional strengthening of policymaking bodies through training key ministerial staff to manage and lead teams</td>
<td>ADEA provides capacity strengthening to develop national systems that can monitor and evaluate policy reform progress</td>
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Key activities

2018

• Close outstanding activities from 2017 and begin roll-out of new strategic initiatives;
• Setup ADEA Secretariat;
• Develop analytical frameworks, tools and organizational structure for new platforms;
• Undertake consultations, advocacy and partnerships for strategic initiatives;
• Initiate development of the first Regional Center and pilot deployment of experts in two countries.

2019

• Deepen implementation of strategic initiatives to reach **12 – 15 countries** with advisory and execution support services;
• Operationalize Regional Center, set-up of two delivery units, deploy experts in four countries;
• Launch the Knowledge Hub and engage actors from across the continent on education;
• Undertake mid-term monitoring and evaluation to identify key lessons from program implementation to inform future roll-out modalities.

2020

• Expand implementation of advisory and execution support platform to reach an aggregate total of **20 countries** over the three years of implementation;
• Expand continental educational platform activities covering more knowledge products, meetings and ICQN activities;
• Undertake review of strategic plan at the end of 2020 to inform the next strategic plan for ADEA.

Lean secretariat

ADEA has developed a new secretariat structure to ensure the effective implementation of its strategic objectives. The team will be responsible for the management of the funds raised, activity prioritization and monitoring progress of implementation, and achievement of high-level results. The secretariat structure covers the following areas:
• Programs
• Knowledge management
• Regional Centre coordination
• Communication and external relations
• Resource mobilization and partnership

**Robust Governance**

In anticipation of its African-led role, ADEA has developed a new governance structure that is sustainable and effective. The new structure ensures that the membership, structure, and responsibilities of the governance and advisory committees, correspond to the needs and functions of the organization.

ADEA’s governing authority for policy and strategy

Steering Committee

Follows-up on the strategic direction and decides on matters of operations relating to ADEA’s functioning and activities

Executive Committee

Supports the coordination of programs across the two strategic pillars

ADEA Secretariat

Continental Education Platform

Advisory and Execution Support Services

ICQN Network

Regional Center

Implementing and monitoring of programs

**Expanding partnership**

ADEA has historically been a partnership between Ministries of Education of African countries, the African Development Bank Group, the African Union and development cooperation partners. However, given the evolution of the Association, there will be stronger engagement through the ICQNs and with new players, including the private sector, civil society organizations and new financial partners.
Monitoring success

ADEA will collect data to track the progress of the strategy’s implementation. This will enable accountability and performance evaluation of the organisation. ADEA will use a combination of quantitative and qualitative indicators to track its impact in the short, medium and long-term.

### Long-term outcome indicators
- Percentage of GDP/budget allocated to education sector by African governments
- Percentage improvement on key educational sector outcomes (access, quality, and relevance) in countries benefiting from ADEA capacity strengthening support
- No. of countries consistently providing quality data on educational sector indicators to continental and global bodies
- No. of African countries with effective inter-ministerial committees overseeing implementation of education programs
- Increased level of harmonized reporting of global and African education frameworks
Medium-term outcome indicators

- No. of government officials who report improved capacity as a result of ADEA support
- No. of countries using improved EMIS systems and tools
- No. of evidence-based policies developed by countries
- No. of countries that report improved implementation of programs as a result of knowledge gained from ADEA peer-learning activities

Short-term outcome indicators

- No. of experts embedded within Ministries of Education
- No. of countries provided with technical assistance delivered through regional centers
- No. of civil servants trained, mentored or coached by ADEA
- No. of countries provided with short-term technical support on need basis
- No. of countries adopting core indicators for data collection
- Percentage of annual visitors to ADEA’s website and followers on social media platforms

Inter-Country Quality Nodes (ICQN)

There are currently six ICQN, one transitioning from an existing Working Group, and one to be launched in 2018:

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<tr>
<th>Inter-Country Quality Node</th>
<th>Champion / Host country</th>
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<tr>
<td>1. Early Childhood Development (ICQN-ECD)</td>
<td>Mauritius</td>
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<tr>
<td>2. Literacy and National Languages (ICQN-LNL)</td>
<td>Burkina Faso</td>
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<tr>
<td>3. Mathematics and Science Education (ICQN-MSE)</td>
<td>Kenya</td>
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<tr>
<td>4. Peace Education (ICQN-PE)</td>
<td>Kenya</td>
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<td>5. Teaching and Learning (ICQN-TL)</td>
<td>Rwanda</td>
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<td>- Network of African Learning Assessments (NALA)</td>
<td>Senegal (Francophone node) &amp; Zambia (Anglophone node)</td>
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<td>6. Technical and Vocational Skills Development (ICQN-TVSD)</td>
<td>Côte d’Ivoire</td>
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<td>7. Higher Education and Scientific Research (ICQN-HESR)</td>
<td>Senegal</td>
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<tr>
<td>8. Non-Formal Education (ICQN-NFE) (a transition from WGNFE)</td>
<td>Burkina Faso</td>
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