



Ushirika wa Maendeleo ya Elimu Barani Afrika  
الرابطة لأجل تطوير التربية في إفريقيا  
Association for the Development of Education in Africa  
Association pour le développement de l'éducation en Afrique  
Associação para o Desenvolvimento da Educação em África



# ADEA Strategic Plan 2024-2028

# INTRODUCTION

The ADEA **Strategic Plan 2024-2028** provides a five-year roadmap for supporting African countries to develop **resilient, functional and quality educational systems** that meet the skills demands of the 21st century. It is anchored on the following vision, mission, principles, and values:



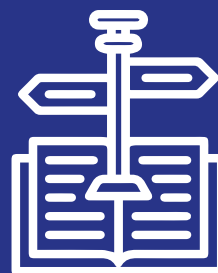
## Vision Statement

A high-quality education and training system for accelerated sustainable development of Africa



## Mission Statement

To serve as an open and flexible pan-African organization that informs and facilitates the transformation of education and training systems for resilience, human capital development, and youth empowerment in Africa.



## Guiding Principles and Core Values

ADEA strongly believes in African ownership, upholds the highest standards in trust, ethics, and integrity as an equal opportunity provider, and is non-discriminatory in its operations. Underpinning these principles are the following core values (**We are REAL**): **Resilience (R)**, **Excellence (E)**, **Advocacy (A)** and **Leadership (L)**.



## GOAL AND IMPACT

Empower African countries to transform schooling to meaningful learning by leveraging our globally connected partnerships, a well-equipped and skilled Secretariat and country led Inter-Country Quality Nodes.



The goal is underpinned by ADEA's belief in building:



- 1 | Transformation-oriented relationship with governments**  
for mutual benefits and outcomes, leveraging knowledge generation and sharing to inform policies and practices; and



- 2 | An authentic collaboration with partners**  
that embraces vulnerability and calculated risk, while steadfastly maintaining ADEA's core values, particularly in resource mobilization and fundraising. This approach will help African countries develop demand-driven, robust, and resilient education systems that can effectively drive the continent's socio-political and socioeconomic development.

# THEORY OF CHANGE

## IF...

**ADEA COLLABORATES WITH PARTNERS AND MEMBER COUNTRIES TO DEVELOP SYSTEMS AND IMPLEMENT PLANS TO:**

1. Improve the salience, accountability and capacity in foundational learning in Africa.
2. Create a responsive system for TVSD and vocationalize secondary education.
3. Change the face of technical and vocational skills development (TVSD) with a focus on digitalisation & fourth industrial revolution (4IR).
4. Enhance the image of scientific research and higher education in Africa.
5. Improve the utilization of education and skills data
6. Leverage the functionality of EdTech.
7. Improve access, equity and inclusion in education and training for all.

## THEN...

1. Foundational learning in Africa would have been improved.
2. Technical vocational skills development (TVSD) with Secondary Education would have been remodelled.
3. Scientific research and harmonizing quality assurance, qualification frameworks, and certifications in Higher Education would have been improved.
4. Education resilience would have been strengthened.

## WHICH MEANS...

- African countries are empowered to transform schooling to meaningful learning by leveraging the global connectedness of ADEA, a well-equipped and skilled Secretariat and country-led Inter-Country Quality Nodes, to prepare young people for a further education, the world of work and responsible adult life.

**COMMUNICATION • KNOWLEDGE MOBILIZATION • M&E**

**Resilience**

**Excellence**

**Advocacy**

**Leadership**

**R**

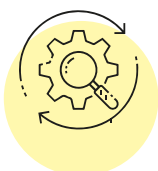
**E**

**A**

**L**

# STRATEGIC INITIATIVES & TRANSVERSAL AND OVERARCHING OBJECTIVES

The ADEA five-year strategic plan is built around four strategic initiatives (SIs), each driven by transversal and overarching short-, medium-, and long term objectives that span all strategic actions. This will ensure a phased and impactful implementation.



## **SI 1: improving foundational learning**

Improve the salience, accountability and capacity in foundational learning in Africa.



## **SI 2: remodelling technical and vocational skills development (TVSD) with secondary education**

Create a responsive system for TVSD and vocationalize secondary education. Re-think TVSD delivery to respond to digitalization and the fourth industrial revolution.



## **SI 3: improving scientific research and harmonizing quality assurance, qualification frameworks, and certifications in higher education**

Inhance the image of scientific research and higher education in Africa.



## **SI 4: strengthening education resilience through three critical focus areas**

- Improved utilization of education and skills data.
- Leverage the functionality of EdTech to improve education quality.
- Improve access, equity and inclusion (AEI) in education for vulnerable populations.



# SHORT-TERM OBJECTIVES

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## IMPROVING FOUNDATIONAL LEARNING

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- Make foundational learning very pivotal in intra- and inter-country policy and programming dialogues.
- Establish a continental technical working group with the mandate to define and create a continental framework on 'Transformation of Schools to Centres of Learning and Skills Development' as a guide for member countries.
- Strengthen and leverage existing learning mechanisms such as play-based learning, teaching at the right level (TaRL), structured pedagogy, and other innovative pedagogies situated within Universal Design for Learning (UDL) and Social Emotional Learning (SEL).

## REMODELLING TECHNICAL AND VOCATIONAL SKILLS DEVELOPMENT (TVSD) WITH SECONDARY EDUCATION

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- Establish a continental TVSD Think Tank to support the revitalization of TVSD in Africa.
- The Think Tank will develop a framework and a roadmap for establishing and operationalizing an ICQN-TVSD and Secondary Education as a merger of ICQN on TVSD and ICQN on Secondary Education.
- Mobilize stakeholder participation in skills development, including government, the private sector, local communities, NGOs, CSOs, and parents.

## IMPROVING SCIENTIFIC RESEARCH AND HARMONIZING QUALITY ASSURANCE, QUALIFICATION FRAMEWORKS, AND CERTIFICATIONS IN HIGHER EDUCATION

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- Innovate on funding options for research in higher education to inform policy, programming, and practice.
- Work with partners to operationalize framework for harmonizing quality assurance, qualification frameworks, and certifications in Higher Education.
- Strengthen the capacity of higher education personnel to undertake robust research.

# STRENGTHENING EDUCATION RESILIENCE THROUGH THREE CRITICAL FOCUS AREAS



## a. Improved utilization of education and skills data

- Work with policy and decision makers to earmark more funding to improve the use of quality data for advancing education and skills.
- Strengthen the data use capacity of relevant units in the ministries.
- Institutionalize capacity strengthening programme for education institutions and national assessment systems.

## b. Effective leveraging of EdTech to improve education quality

- Advance digital technology fit for the African educational context to achieve educational policy goals.
- Scale up and develop local solutions in the deployment of educational technology.
- Advocate for the establishment of dedicated investment in each member country for digital transformation and infrastructure.

## c. Improving AEI in education for vulnerable populations

- Build key stakeholders' knowledge, attitude, and skills on issues of AIE.
- Develop an overarching AEI policy implementation framework.
- Ensure AEI mainstreaming in the work program for foundational learning, TVSD and Secondary Education, and research in higher education.

# MID-TERM OBJECTIVES

## IMPROVING FOUNDATIONAL LEARNING

- Empower teachers through the creation of continental cross-learning digital platforms (professional learning communities) including their capacity development in how to embed assessment within teaching and learning.
- Ensure the availability of accurate and accessible quality data to track progress on the foundational learning commitments and ensure improved utilization of education and skills data in foundational learning.
- Promote the use of EdTech in learning delivery.

## REMODELLING TECHNICAL AND VOCATIONAL SKILLS DEVELOPMENT (TVSD) WITH SECONDARY EDUCATION

- Maintain strategic peer learning opportunities and mainstream the use of data and evidence from research in decision making for higher education.
- Enhance free labour and skills movement through quality assurance and harmonization of qualifications and certifications.
- Encourage strategic partnerships between universities and other higher education institutions (HEIs) in Africa.

## IMPROVING SCIENTIFIC RESEARCH AND HARMONIZING QUALITY ASSURANCE, QUALIFICATION FRAMEWORKS, AND CERTIFICATIONS IN HIGHER EDUCATION

- Ensure that technical universities and polytechnics emphasize practice-oriented skills development and technological innovations.
- Develop sustainable plans for knowledge management and uptake by member countries within a monitoring, feedback and learning framework.
- Strengthen governance, management, and leadership (GML) structures.
- Forge partnerships with the private sector to consolidate competency-based training.



# STRENGTHENING EDUCATION SYSTEMS RESILIENCE THROUGH THREE CRITICAL FOCUS AREAS



## a. Improved utilization of education and skills data

- Promote cross-learning and teacher empowerment through education and skills data utilization.
- Employ a multi-sectoral approach in addressing data collection, storage and sharing.
- Push for the incorporation of programs that support the provision of education and skills data as part of the national budget.

## b. Effective leveraging of EdTech to improve education quality

- Provide teacher training and continuous professional development (CPD) on EdTech adoption and integration.
- Adopt an ecosystem approach in EdTech to drive resilient and sustainable deployment of technologies.
- Ensure an inclusive approach in building the digital education ecosystem for all stakeholders.

## c. Improving AEI in education for vulnerable populations

- Build sustainable pedagogical interventions for equity and inclusion through mentorship, shadow practices and educator training.
- Sensitize communities on the enrolment of children with disabilities.
- Implement the AEI policy implementation framework.

# LONG-TERM OBJECTIVES

## IMPROVING FOUNDATIONAL LEARNING

- Inculcate mutual accountability and partnerships to maintain the momentum generated at the Transforming Education Summit (TES), Triennale, and high-level policy dialogue forums in Lusaka and other venues.
- Ensure the use of EdTech in foundational learning across member countries.
- Promote access, equity, and inclusion in foundational learning.
- Ensure education and skills data informs foundational learning management and pedagogy in schools across member countries.

## REMODELLING TECHNICAL AND VOCATIONAL SKILLS DEVELOPMENT (TVSD) WITH SECONDARY EDUCATION

- Achieve improved coordination and regulation of the TVSD system.
- Promote active and innovative partnerships (administrative, pedagogical, and financial partnerships).
- Harmonize standards, qualifications, and certifications.
- Assure quality and training relevance.
- Strengthen governance, management and leadership (GML) structures.

## IMPROVING SCIENTIFIC RESEARCH AND HARMONIZING QUALITY ASSURANCE, QUALIFICATION FRAMEWORKS, AND CERTIFICATIONS IN HIGHER EDUCATION

- Promote cutting-edge collaborative research among HEIs on the continent.
- Implement programs for skills development for Africa.
- Establish strategic partnerships between universities and other higher education institutions (HEIs) in Africa.
- Continue to improve the quality assurance and harmonization of qualifications and certifications to enhance free labour and skills movement.



# STRENGTHENING EDUCATION RESILIENCE THROUGH THREE CRITICAL FOCUS AREAS



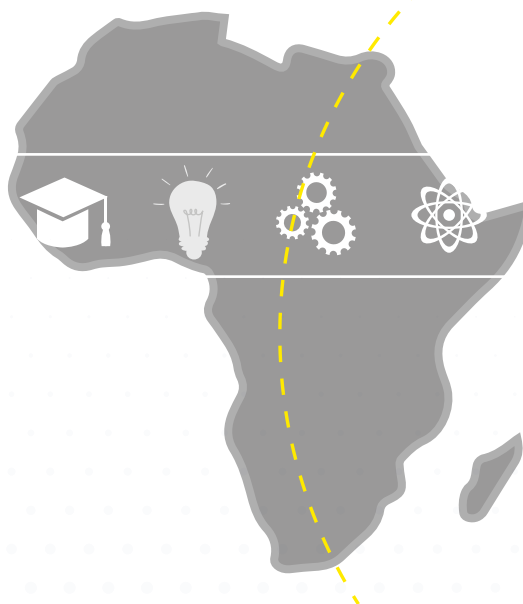
**Improved utilization of education and skills data**



**Effective leveraging of EdTech to improve education quality**



**Improving AEI in education for vulnerable populations**



In addition, ADEA will harness its knowledge hub to foster a culture of knowledge generation and sharing, ensuring that educational stakeholders across Africa have access to scientific evidence as well as reliable and validated data to drive continuous improvement and resilience in education systems.

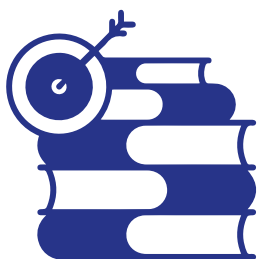


## RESULTS MEASUREMENT



### RESULTS MEASUREMENT

The implementation of the plan is aimed at ensuring that member countries are empowered to transform schooling to meaningful learning with a focus on equipping young people with foundational learning skills that prepares them for further studies, world of work and responsible adult life.



### RESOURCE MOBILIZATION PLAN

ADEA will collaborate with member countries and partners to resource the implementation of the Strategic Plan 2024 - 2028. ADEA's approach to resource mobilization will be guided by the core principles of whole budget-financing, permanent partnership, and funding source review and renewal.



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