ADEA STRATEGIC PLAN 2018-2022

"OUR COMMON VOICE, OUR COMMON SUCCESS"
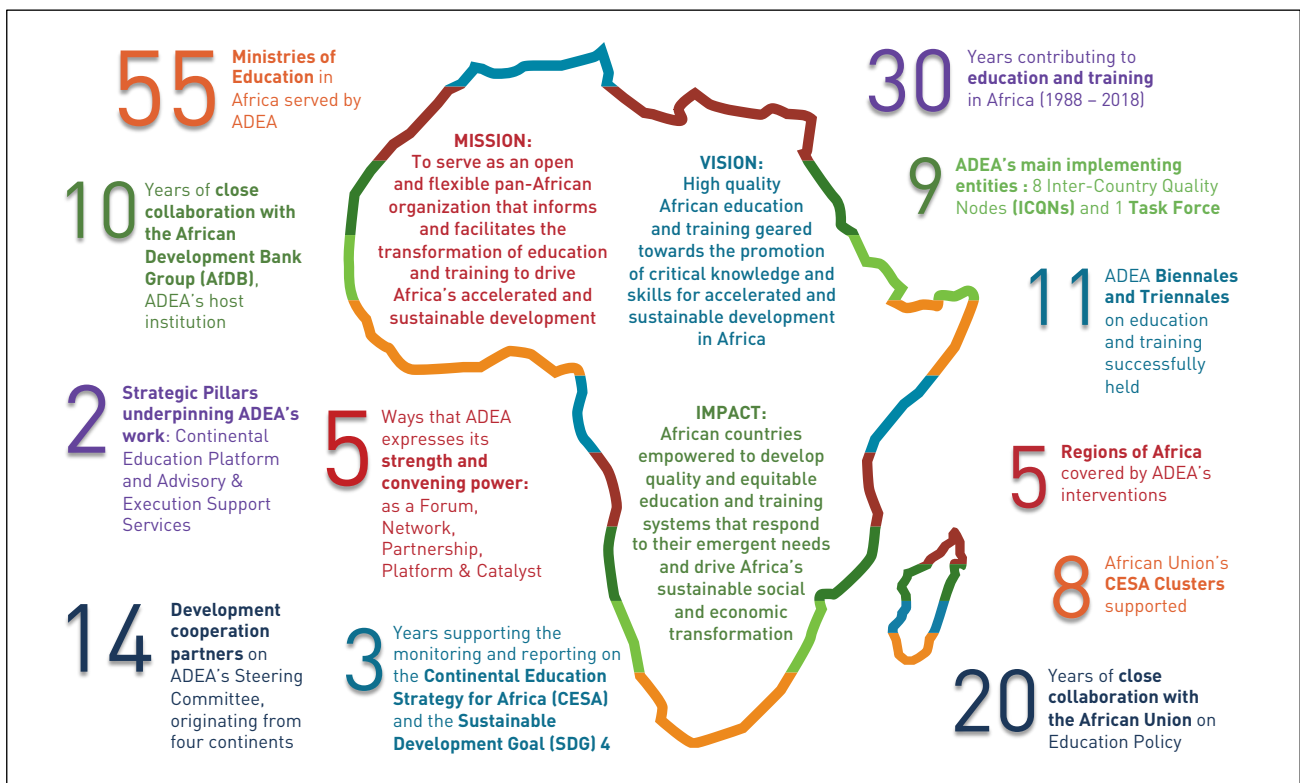
Who is ADEA?

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.

55 Ministries of **Education** in Africa served by ADEA

10 Years of **close collaboration with the African Development Bank Group (AfDB)**, ADEA's host institution

2 **Strategic Pillars underpinning ADEA's work**: Continental Education Platform and Advisory & Execution Support Services

14 **Development cooperation partners** on ADEA's Steering Committee, originating from four continents

MISSION: To serve as an open and flexible pan-African organization that informs and facilitates the transformation of education and training to drive Africa's accelerated and sustainable development

5 Ways that ADEA expresses its **strength and convening power:** as a Forum, Network, Partnership, Platform & Catalyst

3 Years supporting the monitoring and reporting on the **Continental Education Strategy for Africa (CESA)** and the **Sustainable Development Goal (SDG) 4**

VISION: High quality African education and training geared towards the promotion of critical knowledge and skills for accelerated and sustainable development in Africa

IMPACT: African countries empowered to develop quality and equitable education and training systems that respond to their emergent needs and drive Africa's sustainable social and economic transformation

30 Years contributing to **education and training** in Africa (1988 – 2018)

9 ADEA's main implementing **entities :** 8 Inter-Country Quality Nodes **(ICQNs)** and 1 **Task Force**

11 ADEA **Biennales and Triennales** on education and training successfully held

5 **Regions of Africa** covered by ADEA's interventions

8 African Union's **CESA Clusters** supported

20 Years of **close collaboration with the African Union** on Education Policy
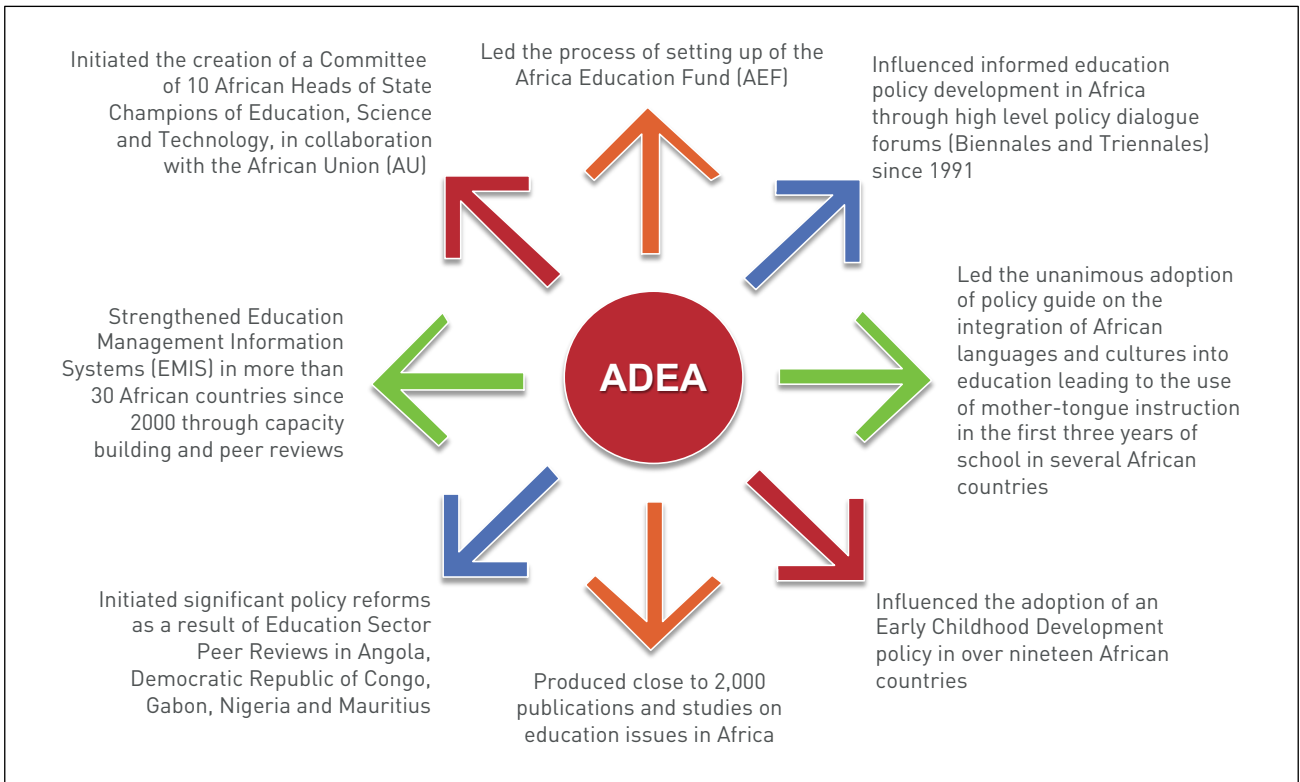
Why is ADEA needed?

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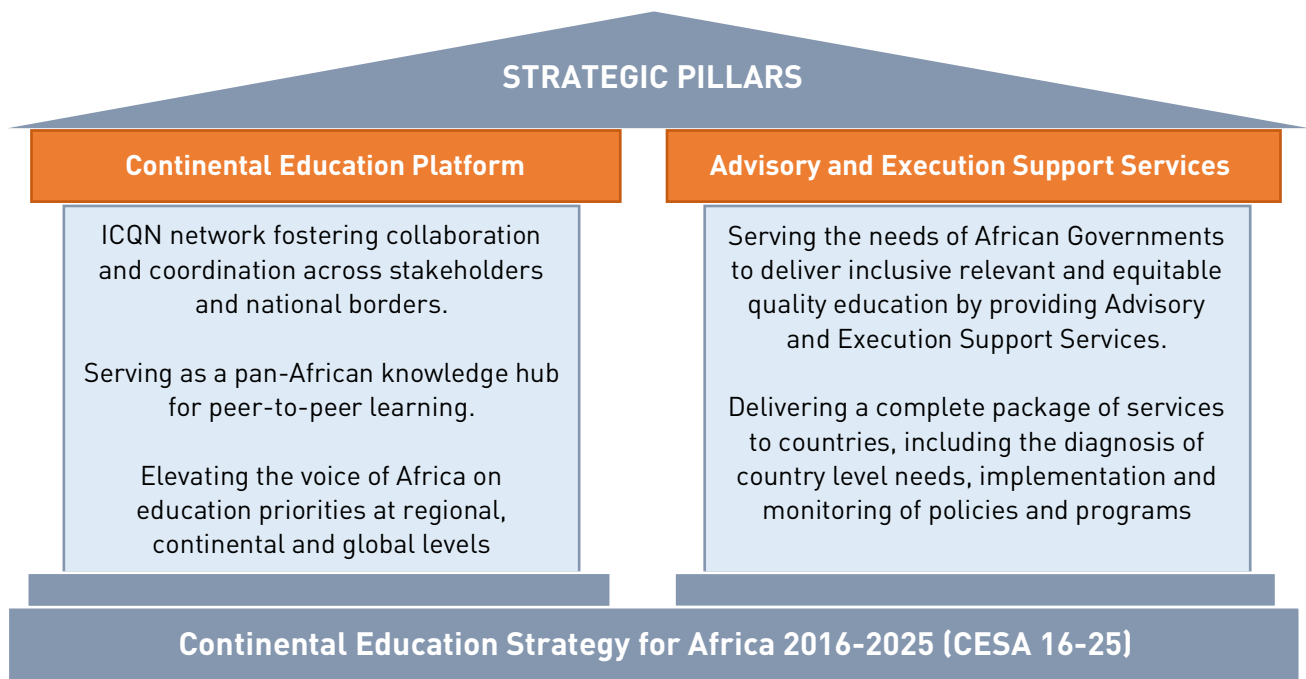
- **ADEA's policy dialogue interventions at continental and regional levels** have produced different positive outcomes in terms of policy reforms in the use of contractual teachers, multi-grade teaching, integration of African languages and cultures into education, Early Childhood Development, curriculum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

Initiated the creation of a Committee of 10 African Heads of State Champions of Education, Science and Technology, in collaboration with the African Union (AU)

Led the process of setting up of the Africa Education Fund (AEF)

Influenced informed education policy development in Africa through high level policy dialogue forums (Biennales and Triennales) since 1991

Strengthened Education Management Information Systems (EMIS) in more than 30 African countries since 2000 through capacity building and peer reviews

ADEA

Led the unanimous adoption of policy guide on the integration of African languages and cultures into education leading to the use of mother-tongue instruction in the first three years of school in several African countries

Initiated significant policy reforms as a result of Education Sector Peer Reviews in Angola, Democratic Republic of Congo, Gabon, Nigeria and Mauritius

Produced close to 2,000 publications and studies on education issues in Africa

Influenced the adoption of an Early Childhood Development policy in over nineteen African countries

Value proposition

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.

STRATEGIC PILLARS

Continental Education Platform

ICQN network fostering collaboration and coordination across stakeholders and national borders.

Serving as a pan-African knowledge hub for peer-to-peer learning.

Elevating the voice of Africa on education priorities at regional, continental and global levels

Advisory and Execution Support Services

Serving the needs of African Governments to deliver inclusive relevant and equitable quality education by providing Advisory and Execution Support Services.

Delivering a complete package of services to countries, including the diagnosis of country level needs, implementation and monitoring of policies and programs

Continental Education Strategy for Africa 2016-2025 (CESA 16-25)

ADEA has broken down both strategic pillars into a total of eight Strategic Objectives (SOs).

Continental Education Platform

1. Strengthened ICQN Network

ICQNs 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

2. Knowledge Hub

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

3. High-Level Stakeholder Forums

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

Advisory and Execution Support Services

4. Data Collection and Diagnostic Tools

ADEA supports countries to shape tools that gather data and diagnose needs in the national contexts

5. Evidence Based Policy Development

ADEA provides technical support to countries to develop new policies or strengthen existing policies to be responsive to country needs

6. Delivery and Resource Mobilization

ADEA provides hands-on technical support for the implementation and execution of policies and programs
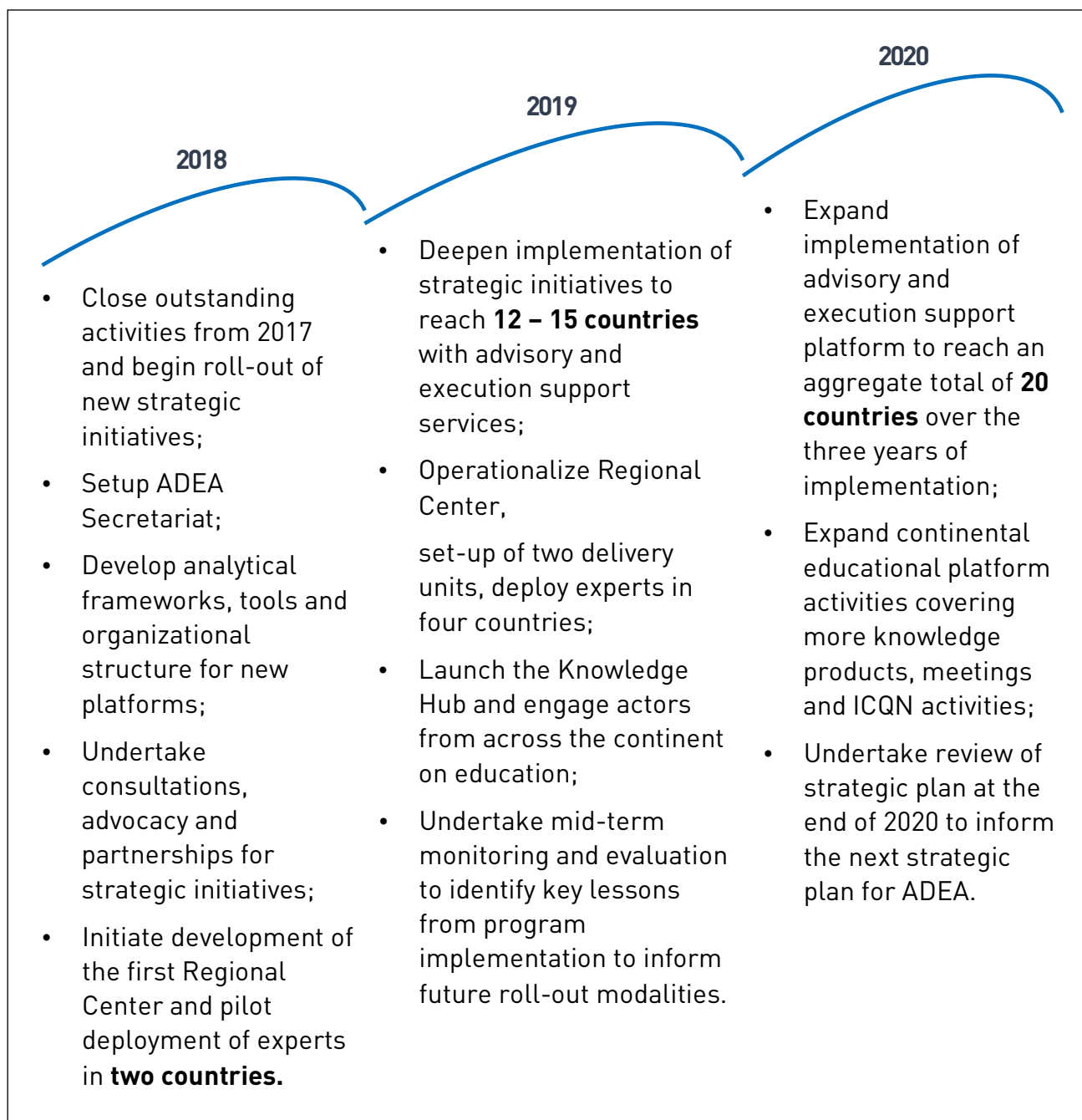
7. Leadership and Management

ADEA drives institutional strengthening of policymaking bodies through training key ministerial staff to manage and lead teams

8. Monitoring Policy Reform

ADEA provides capacity strengthening to develop national systems that can monitor and evaluate policy reform progress
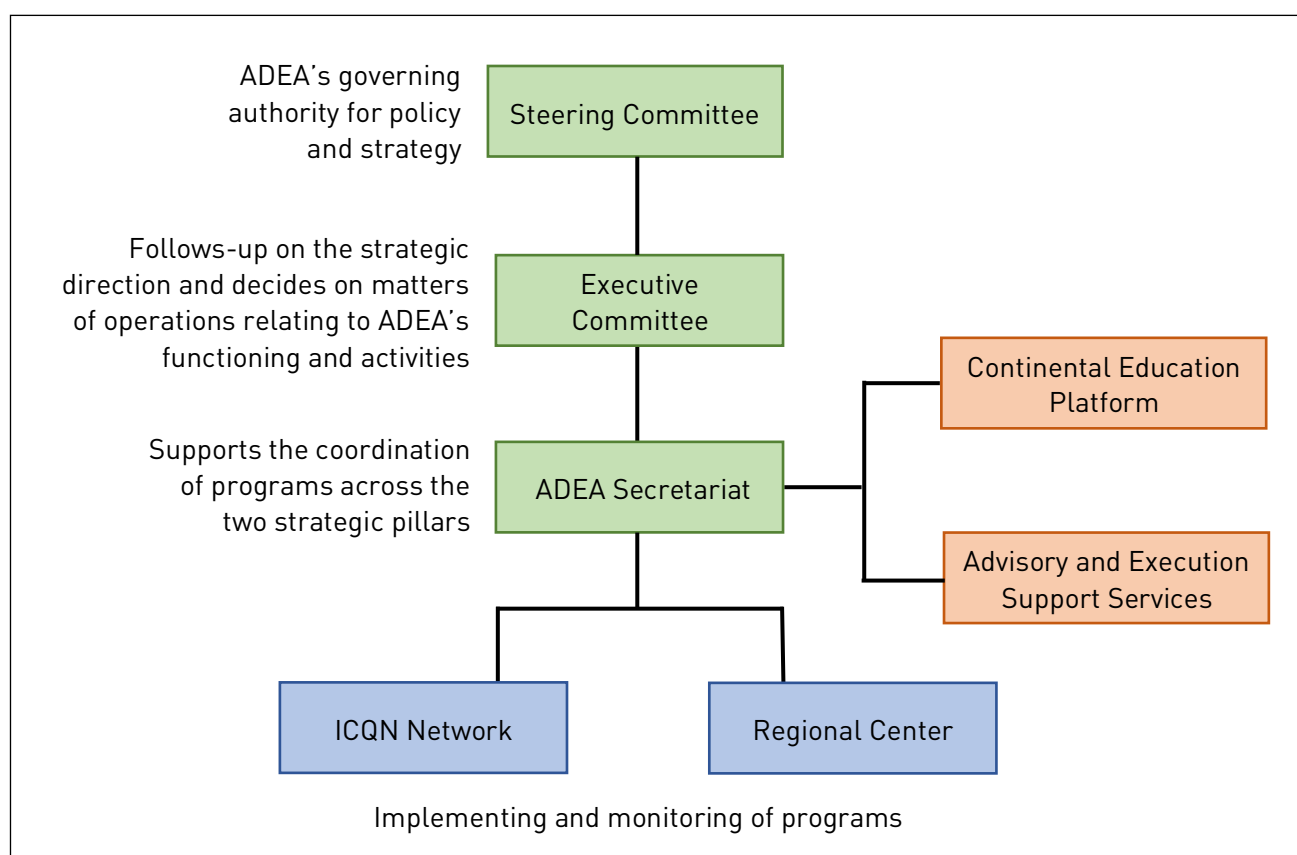
Key activities

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
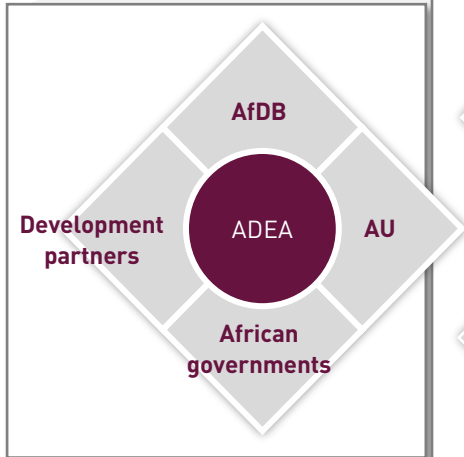
Robust Governance

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.

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ADEA's governing
authority for policy      Steering Committee
and strategy

Follows-up on the strategic
direction and decides on matters     Executive
of operations relating to ADEA's     Committee
functioning and activities
                                                        Continental Education
                                                        Platform
Supports the coordination
of programs across the       ADEA Secretariat
two strategic pillars
                                                        Advisory and Execution
                                                        Support Services

         ICQN Network                    Regional Center

         Implementing and monitoring of programs
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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.

Collaboration with the AfDB

With the Bank as its host institution, ADEA will strengthen its relationship with, and capitalize on, the Bank's relationships with its Regional Member Countries and make use of Bank representatives in field offices. Key potential areas for collaboration include those linked to the Human Capital Strategy and the High Fives (and Jobs for Youth in particular).

Collaboration with the African Union

With the updated governance structure, ADEA will enter into a new MOU with the AU to clarify its role in the implementation of CESA 16-25, particularly the first and fifth strategic objectives. The ICQNs will continue to collaborate and support the relevant CESA Cluster thematic areas.

Collaboration with African governments

ADEA will maintain its strong ties with African governments by including government representatives in the governance bodies and by supporting close consultation with countries on key activities in the Continental Education Platform and the Advisory and Execution Support Services.

Collaboration with Development Partners

ADEA will continue to engage with development partners, which are a main source of funding for the Association, to identify opportunities for collaboration and to increase coordination of efforts.

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 (ICQNs)

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

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