



INTERNATIONAL  
COUNCIL FOR OPEN AND  
DISTANCE EDUCATION

# ICDE ACTIVITY PLAN 2021-2022



# Preface

International Council for Open and Distance Education - ICDE is a global, not for profit and non-governmental membership organization with the vision to achieve the potential of Open, Flexible, and Distance Learning (OFDL) created through our members and learning communities.

Our members are institutions, associations, individual experts and students, all aiming to create opportunities for learners across continents to have equal and equitable access to quality education. ICDEs Strategic Plan for the period 2021-2024 was launched in November 2020 and the document can be accessed [here](#).

This Activity Plan outlines the prioritized strategic objectives and main activities for ICDE for the first two years period from 2021-2022. During 2020, the COVID-19 pandemic caused major disruptions to education systems and impacted learners, educators and countries worldwide. After a year of immense change and development in the sector, ICDE will build on the current momentum to increase the impact of our global advocacy for open, flexible and distance education. Through extended membership and partnerships, and by targeting underrepresented regions and disadvantaged learner populations, we will continue the support of the United Nation's 2030 Agenda for Sustainable Development, with particular focus on goal number 4, which is to "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all".

Our impact is measured by the success of our members, who we will continue to support in their work on OFDL by hosting high-level events and conferences and connecting relevant actors and stakeholders together for collaboration, knowledge sharing and innovation. Our globally distributed members are actively engaged in ICDE committees, networks and projects, and we truly believe this is the strength of our organization.

Through two newly started initiatives on Open Educational Resources (OER), ICDE will continue its work in supporting the implementation of the UNESCO OER Recommendation that was adopted by all UNESCO members states in November 2019.

The first initiative is the project “European Network for Catalyzing Open Resources in Education” (ENCORE +), an Erasmus+ funded project focusing on innovation and entrepreneurship of OER, where ICDE is lead coordinator. The second initiative relates to OER capacity building and supportive policies in Francophone Africa, involving a multi stakeholder working group supported by UNESCO.

ICDE is incredibly excited about the upcoming years, and we believe that this Activity Plan will further strengthen ICDEs relevance and position as the global community of leaders and professionals in the field of Open, Flexible and Distance Learning.

We hope to inspire new actors and motivate them to engage with ICDE to achieve the potential of OFDL for a more sustainable world.

Find more information about joining ICDE as a member or partner on our website - [icde.org](http://icde.org).



Torunn Gjelsvik  
Secretary General  
International Council for Open and Distance Education - ICDE

# Strategic Objectives

## Strategic Objective 1:

Increase the impact of ICDE's advocacy regarding OFDL globally and enable greater regional and national influence through members and partners.

### Expected outcomes of SO 1:

By the end of 2022, ICDE should have engaged 1-2 members/partners from each world region in ICDE events/activities that address the societal value of OFDL and engage national and/or regional policy discussions. ICDE institutional leaders to be connected with the policy level globally through UNESCO and nationally/regionally through regional partner organizations.

### Prioritized specific objectives:

1. Increased visibility of OFDL through new and existing ICDE partners and members, as well as governments, labor markets and sector specific networks.
2. ICDE footprint in policy discussions and publications relating to OFDL in all world regions.
3. Knowledge exchange between experts through ICDE networks, resulting in reports, blog series, insight papers and recommendations from the different networks covering regional variations.

### Suggested activities:

- Communications Plan that addresses all strategic objective impacts
- Recommendations, guidelines and/or campaigns for advocacy influence tailored to regional variations built on outputs from ICDE activities.
- To deliver collaborative outputs on thought leadership and leadership capacity from all ICDE Leadership events, including commitment to partnership and collaboration among members and partners.

## Strategic Objective 2:

Extend the global reach of ICDE membership to underrepresented regions, sectors, and stakeholders as well as underrepresented and disadvantaged learner populations.

### Expected outcomes of SO2:

By the end of 2022, ICDE should have at least a total of 10 new members from either Latin America, Africa and/or Oceania. We should have established at least 5 new partnerships representing regional and sectorial diversity. At least 2 new members or partners focusing on disadvantaged learners.

### Prioritized specific objectives:

1. Membership growth plan targeting underrepresented regions and learner populations
2. Partnership growth plan targeting underrepresented regions and diverse sectors through new types of partnerships with for example foundations, labor organizations, EdTech companies and private business.
3. Increasing members and partners engagement in activities with relevance to the UN's Agenda for Sustainable Development, the UNESCO Futures of Education Initiative and the UNESCO Recommendation on Open Educational Resources (OER).

### Suggested activities:

- Specific activities on membership and partnership growth, involving advocacy of OFDL and policy engagement with members deriving from the respective plans.
- Identify value propositions of public-private partnerships with specific focus on infrastructure, equipment and competencies required for the delivery of quality ODFL
- Identify value propositions of partnerships between industry and education to achieve lifelong learning, relevant skills development and validation of competencies
- Yearly specific membership campaigns for targeted recruitment
- Assessing the retention value of the ICDE membership



### **Strategic Objective 3:**

Maximize the relevance and value of ICDE to its members through the prioritized areas of quality, OER, and innovation in education.

#### **Expected outcomes of SO3:**

Increased number of members/partners engaged in ICDE events, publications and communication channels representing a broader variety of members and sectors. ICDE invited to other partners/sectors conferences/publications and receives invitations to partner up with others.

#### **Prioritized specific objectives):**

- 1.To regularly advocate and publish communication outputs on quality, OER and new technologies through contribution from members and partners, preferably with at least one translation to another language than English
2. Review and sustain the ICDE Quality Review Service
- 3.Leverage on members activities related to OER through the ERASMUS + project ENCORE+.

#### **Suggested activities:**

- Knowledge dissemination and events related to the Encore + Project
- Capacity building activities through the ICDE Francophone Africa OER project and other relevant collaborative networks
- Program input deliverables from networks/committees/task forces working with Quality, OER and innovation in education and new technologies to ICDE conferences and other events
- Engage the ICDE Quality Network in developing and refining “proof of concept of OFDL” and quality frameworks supporting OFDL modalities
- A consistent internal policy and publication plan for ICDE reports/insight papers, ICDEs journal Open Praxis and blog series as part of the ICDE Communications Plan

## Strategic Objective 4:

### Ensure the long-term sustainability of ICDE.

#### Expected outcomes of SO4:

ICDE will have identified complementary/alternative funding opportunities by 2023, assessed the relevance and optimized the value of current and future key stakeholders and partners, and projectized the key activities and tasks of the Permanent Secretariat.

#### Prioritized specific objectives:

1. Identify alternative funding opportunities to ensure future sustainability.
2. Analyze the relevance and cost effectiveness of current committees, networks and partnerships.
3. Increase the efficiency of the Permanent Secretariat's work, through implementing a project-based approach of our activities and tasks.

#### Suggested activities:

- Create an alternative funding strategy outside of current revenue to enhance sustainability and the global reach of ICDE
- Assessment of current committees, partnerships and networks to determine the value of said bodies.
- Identify key tasks and activities performed by the Permanent Secretariat which can be projectized and made more effective, and implement a project-based approach to future activities
- Creating a plan for retaining the current funding of ICDE to ensure the future sustainability of the organization

ICDE - International Council for Open and Distance Education  
Pløens gate 2B, 0181 Oslo, Norway  
icde@icde.org  
+47 22 06 26 32

Supported by the Royal Norwegian Ministry of Education and Research through the Norwegian Agency for International Cooperation and Quality Enhancement in Higher Education.

Affiliate member of the Southeast Asian Ministers of Education Organization.

A key partner for UNESCO.

Enterprise Registry Number: NO971286512  
SWIFT/BIC Number: DNBANOKKXXX  
IBAN Number: NO9571010538070  
VAT EXEMPTED.