






STRATEGIC PLAN 2022-2026

-  Strategic planning process
-  Strategic orientation
-  Implementation of the strategic plan



The work of the Conference of the Ministers of Education of French-Speaking Countries (CONFEMEN) is linked to the international community's commitment to achieving the seventeen Sustainable Development Goals (SDGs) by 2030, and in particular the fourth of these goals (SDG4), concerning education: *'ensuring that everyone has access to quality education on an equal basis and promoting lifelong learning opportunities.*

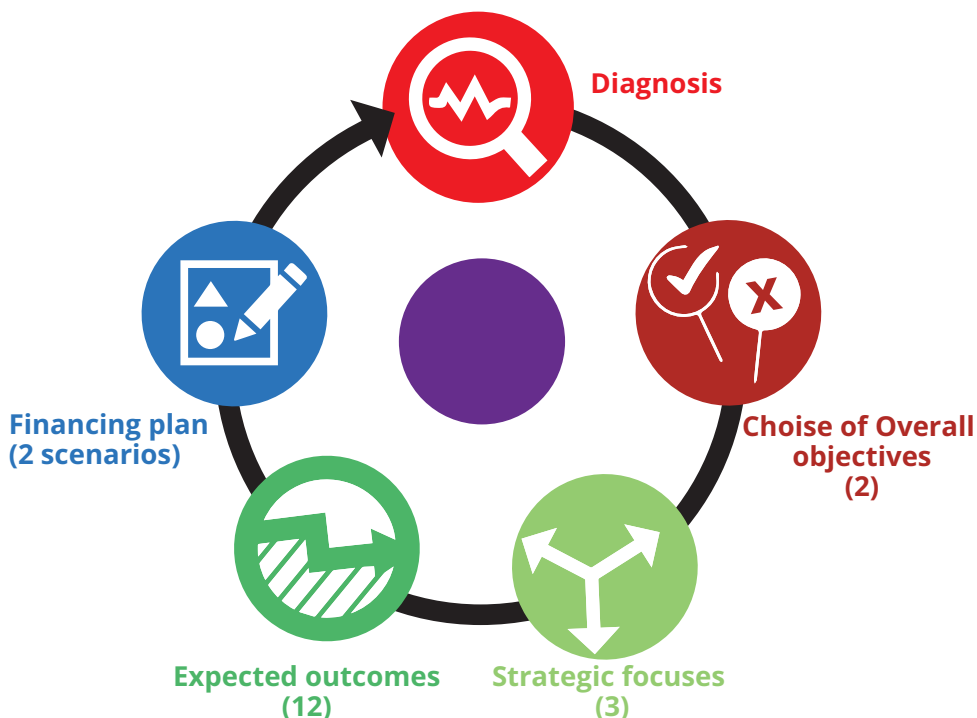
CONFEMEN's mission is thus to support member states and governments with the reforms and adjustments needed to transform education. It reaffirms its identity through this Strategic Plan 2022-2026, which was adopted by the 59th Ministerial Conference held in Rabat in February 2022, and which specifies the nature and methods of its activities and its internal organisational structure with a view to achieving its mission more effectively.

CONFEMEN has undergone constant development since its creation, and this has implications for its planning strategy. Planning was initially conducted on an annual and then on a biennial basis, but there has been a process of reflection since 2020 with a view to developing a five-year strategic plan for the period 2022-2026.



STRATEGIC PLANNING PROCESS

The overall conceptual approach consists of five stages shown in the diagram below, proceeding from diagnosis to the choice of overall objectives that will be broken down into strategic focuses, relating to specific areas of educational transformation within the member states and governments. An action and financing plan for the activities will then be developed to support the achievement of the outcomes.



STRATEGIC ORIENTATION

❖ vision

The following vision underlies the Strategic Action Plan 2022-2026: 'CONFEMEN will assert its position as a benchmark political and strategic institution in the French-speaking world in the field of education, by offering member states and governments the information and evidence necessary for decision-making as well as the technical support needed to bring about change in order to achieve the targets of SDG4.'

❖ Values

CONFEMEN advocates the right to quality education for all and adheres to the general values of the French-speaking world: solidarity, cultural and linguistic diversity, democracy and human rights, peace and citizenship, promotion of the French language and equality between women and men.

❖ Overall objectives, strategic focuses, expected effects and outcomes

Two overall objectives are targeted :

- (i) increasing the impact of CONFEMEN's work on the education systems of states and governments by raising the level of satisfaction of states, governments, and partners to 80% by 2026 and
- (ii) improving other education actors' perception of the visibility, profile, and image of CONFEMEN, bringing it to a high level by 2026.

The first objective leads to two focuses of activity: reinforcing the output of data relevant to decision-making (Focus 1) and encouraging and supporting actions to transform education systems (Focus 2). The second objective will be achieved within the framework of Focus 3: improving the institution's governance through a new organisation chart and increasing visibility through an innovative communication system (Focus 3). A dozen outcomes are anticipated, detailing the effects expected from these three focuses of activity.

FOCUSES

| | Focus 1 | Focus 2 | Focus 3 |
|-----------------------------|--|--|--|
| SEQUENCE OF OUTCOMES | Reinforcing the output of relevant and useful data to support decision-making | Strengthening support for education policies aimed at transforming education systems | Improving the STP's strategic positioning and governance |
| EFFECTS | Effect 1: The output of evidence for decision-making is strengthened | Effect 2: Support for education policies aimed at transforming education systems is strengthened | Effect 3: Strategic positioning and governance are improved |
| Outcomes / Outputs | <p>Outcome 1.1. : The number of countries covered by PASEC assessments increases.</p> <p>Outcome 1.2. : PASEC assessments are extended to other levels and sub-sectors of education.</p> <p>Outcome 1.3. : The use of data produced by states and governments increases.</p> <p>Outcome 1.4. : CONFEMEN's expertise is internationally recognised and better used.</p> | <p>Outcome 2.1. : Support for national assessment capacity-building is improved.</p> <p>Outcome 2.2. : Policy dialogue and the sharing of best practices are strengthened.</p> <p>Outcome 2.3. : Monitoring of the implementation of institutional capacity-building actions for education systems is improved.</p> | <p>Outcome 3.1. : CONFEMEN is extended to other countries with ties to the French-speaking world.</p> <p>Outcome 3.2. : CONFEMEN's financial resources increase.</p> <p>Outcome 3.3. : The STP's human resources are reinforced both quantitatively and qualitatively.</p> <p>Outcome 3.4. : Communication with other education actors improves</p> <p>Outcome 3.5. : The CONFEMEN partnership grows.</p> |

IMPLEMENTATION OF THE STRATEGIC PLAN

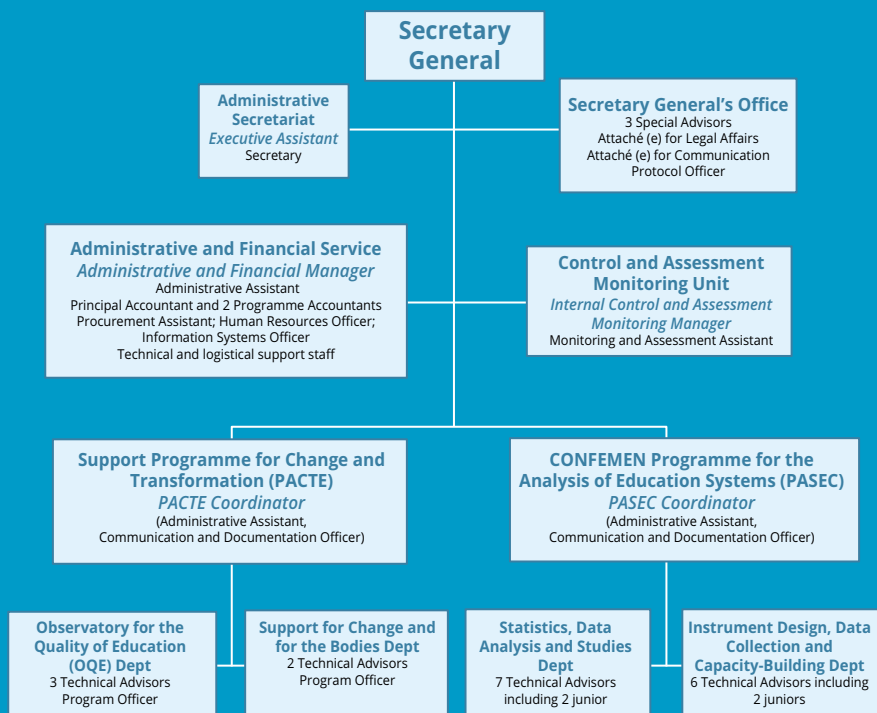
Success in the implementation of the strategic plan depends on three important factors:

- (iii) results-based governance within the framework of a new organisation chart structured around two operational programmes (PASEC and PACTE) and cross-cutting structures to support the programmes and optimise links with the various bodies, member states, governments, and partners;
- (iv) the strengthening of partnerships with the actors of the Charter of La Francophonie, other international education organisations and the technical and financial partners;
- (v) rational planning to ensure the progressive improvements necessary to optimise the results expected by 2026.

The Goal of the “CONFEMEN Programme for the Analysis of Education Systems (PASEC), create in 1991, is to produce scientific data on learners’ achievement and on the functioning of the education system to assist decision-makers in steering education system.

The “Support Programme for Change and Transformation (PACTE), create in 2022, aims to produce studies on specific themes to support concrete transformative actions in member states and governments with a view to achieving the SDG 4 targets by 2030.

❖ A new organisation chart for greater effectiveness and efficiency





❖ A diversified partnership for better mobilisation of resources

| Technical and financial partners (TFPs) | Financed programmes | Main themes |
|---|---------------------|---|
| Traditional partners (existing) | | |
| AFD (CZZ 2132 /ZZ 2502) | PASEC | Assessment/ capacity-building of states/governments |
| DDC - CONTRACT 81062936 | PASEC | Assessment/ research, studies/ planning |

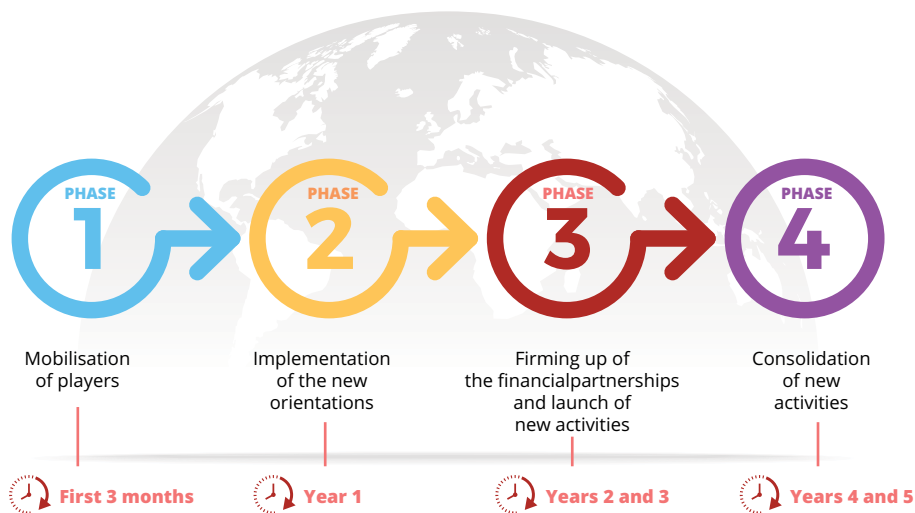
New partnerships in progress (confirmed)

| | | |
|-------------------|--------------|--|
| Bill Gates Grants | PASEC/ PACTE | Assessment/ research, studies/ planning |
| GPE (via OIF) | PACTE | KIX-Africa 21 - sharing of experiences, innovation, etc. |
| UNESCO | PACTE | Evaluation of textbooks |
| OIF-IFEF | PASEC | ELAN programme (IFEF) |

New partnerships to be mobilised (new agreements)

| | | |
|---|-------|---|
| GPE (via OIF) | PACTE | KIX-Africa 21 project |
| UNESCO | PACTE | Educational resources/ curriculum/ textbooks |
| AFD (new agreement) | PASEC | Assessment |
| | PACTE | Support for change |
| DDC (new agreement) | PASEC | PASEC2024 assessment |
| | PACTE | Support for transformation (languages, TVET/ alternatives) |
| GATES FOUNDATION | PASEC | Assessment |
| | PACTE | Support for change/ studies, research/ SDG monitoring |
| Other TFPs (WB/ EU/ AfDB/ Dubai Care, etc.) | PASEC | Assessment/ support with national assessment systems/ research |
| | PACTE | SDG4 monitoring (curriculum/ teachers/ early childhood/ studies and research) |

❖ Gradual implementation to optimise the outcomes



Complexe Sicap Point E, Immeuble C
3^{ème} étage, avenue Cheikh Anta Diop
BP 3220 Dakar Sénégal
Tél : +221 33 859 29 79 / 33 859 29 91

confemen@confemen.org
www.confemen.org



■ pasec@confemen.org

■ pacte@confemen.org