

SUPPORT FOR

EDUCATION QUALITY

MANAGEMENT

Regional Experience-Sharing Workshop

Fostering better management for improved learning: results and future directions



Dakar, May 13-16, 2024



CONCEPT NOTE

CONTEXT: THE EDUCATION QUALITY MANAGEMENT PROGRAMME

PRESENTATION OF THE IIEP REGIONAL OFFICE FOR AFRICA

The International Institute for Educational Planning (IIEP) regional Office for Africa, based in Senegal, is a specialized institute whose mandate is to strengthen the capacity of UNESCO Member States to plan and manage their education systems. The Office is renowned for its expertise in education sector analyzes and its support to African countries in developing robust education sector plans as part of the education-2030 agenda and the CESA-2063 for education.

Through a capacity-building approach, the IIEP regional Office for Africa supports the production of diagnostic analyses, sector plans, tools and resources that contribute to more relevant and sustainable educational policies. Through its training, it also ensures a mission to strengthen the skills of those responsible for defining, managing, financing and evaluating education and training systems in Africa. The Office is also actively involved in knowledge production for the education sector in Africa. More information on its activities can be found at the following link: [IIEP Regional Office for Africa](#).

ISSUE: THE STATE OF LEARNING IN SUB-SAHARAN AFRICA FROM 1990 TO 2017

Over the past three decades, sub-Saharan African countries and their technical and financial partners have made considerable efforts to guarantee every child access to quality education: during this period, governments have, among other things, repeatedly conducted education sector analyses to assess the state of their education system, developed education sector plans accompanied by budgeted action plans, and undertaken numerous, sometimes audacious, policy reforms. These reforms have been supported by significant financial investments aimed, for example, at ensuring free basic education for every child or devoting at least 20% of public expenditure to the education sector.

However, despite these significant efforts and investments, several assessments of students learning outcomes, conducted at various levels of education and in different countries¹, all concluded with a worrying finding: student learning outcomes are largely below expectations. For example, the international study by CONFEMEN's PASEC Programme published in 2015 showed that *"in the ten countries surveyed, nearly 60% of students at the end of primary school, did not achieve the sufficient threshold of reading and mathematics skills"*². Indeed, although policies and strategies - which, on paper, seemed relevant and coherent in view of the problems identified - were developed, poor learning results persisted.

THE EDUCATION QUALITY MANAGEMENT PROGRAMME

This observation has challenged the actors involved directly or indirectly in the development of educational policies. It is in this context that in 2017, the French Development Agency (AFD) and IIEP joined forces to create the Education Quality Management Programme.

Three questions arose for them:

- Have the analyses of education systems carried out between 2002 (date of creation of IIEP regional Office for Africa³) and 2015 (when the first PASEC international evaluation was published), which led to the adoption of past reforms, really made it possible to understand the root causes which hinder the quality of education and therefore learning?
- What went wrong with the decisions and technical support that was provided in the past to improve the quality of education?
- How can we better support countries to achieve more tangible results?

It is to answer these questions that AFD and IIEP created the Education Quality Management Programme (PAPIQ). The main objective of this Programme was to adopt a new approach to support countries in bringing about a positive transformation in the professional practices of those involved in education systems. This main objective is broken down into three successive stages, as follow:

- 1) **Analyze** the practices of stakeholders at all levels of the education system to understand whether their actions are coherent, coordinated and aligned to improve learning.
- 2) **Develop** proposals for action with stakeholders to make quality management practices more effective.
- 3) **Support** the integration of proposals validated by the stakeholder into educational policies to establish them as daily practices.

The Programme targeted eight sub-Saharan African countries (Burkina Faso, Burundi, Cameroon, Côte d'Ivoire, Madagascar, Niger, Senegal and Togo), with the aim of identifying relevant solutions to strengthen national capacities in terms of quality management in basic education⁴, while sharing experiences with 4 other countries (Benin, Chad, Congo and Guinea).

Over the past six years, the Programme has supported these beneficiary countries in analyzing their education system, allowing stakeholders located at different levels of the education system to adopt a reflective attitude on their professional practices, to identify promising practices and develop solutions based on existing practices to improve the quality of education. The Programme then supported these stakeholders in testing these solutions to ensure their relevance and effectiveness, but also to identify the enabling conditions for their scaling up.

1. These include [PASEC](#), [SACMEQ](#), [EGRA](#) and national assessments carried out by certain countries, such as SNERS in Senegal and EAS in Burkina Faso and Guinea.

2. [PASEC \(2015\): PASEC2014 - Performances des systèmes éducatifs en Afrique subsaharienne francophone : compétences et facteurs de réussite au primaire](#), PASEC, CONFEMEN, Dakar; p. 130.

3. It should be noted that initially, a platform of expertise in education policy analysis known as the Pole de Dakar was created in 2001. In 2013, this platform joined the IIEP and became the IIEP Regional Office for Africa, with new missions. For more information, [follow this link](#).

4. The publication by the World Bank in 2018 ([WDR 2018](#)), which talks about the learning crisis, and the [report on the state of learning poverty in the world](#), co-signed by several international education organisations and published in 2022 following COVID-19, confirm that the issue of quality is still topical and deserves particular attention: 70% of children aged 10 are unable to read and understand a simple text.

The Programme has achieved the following major results:

- The development of a change management approach which involves stakeholders in diagnosing issues and developing solutions to the challenges they face.
- A deeper understanding of the root causes which hinder education quality management and therefore students learning, along with the identification of six levers.
- The development of solutions for three of these levers to strengthen education quality management.
- Strengthening national institutes to develop training modules on education quality management for the benefit of national executives.

THE REGIONAL EXPERIENCE-SHARING WORKSHOP

MAIN OBJECTIVE

As the Programme draws to a close, the IIEP wishes to present the achievements of the Programme, discuss its effects on beneficiaries, and outline the prospects for supporting countries. This is the central objective of this workshop.

SPECIFIC OBJECTIVES

More specifically, the workshop aims to:

- Present the Programme and its approach.
- Share experiences from beneficiary countries.
- Discuss the achievements and impact of the Programme in the beneficiary countries.
- Outline the prospects in terms of support for countries to improve the management for learning.

EXPECTED RESULTS

At the end of the workshop, all participants are expected to:

- have a better understanding of the Programme, its objectives and the approach adopted to achieve them.
- have a better understanding of the successes and challenges faced in implementing the Programme in the beneficiary countries.
- have an overview of the changes observed in the beneficiary countries.
- identify prospects in terms of support for countries to improve the management for learning based on the achievements of the Program.

APPROACH

The regional workshop is a unique opportunity to share the achievements of the Programme, as well as the experiences of those who have contributed to them. The workshop will therefore give a central place to actors who have contributed to its implementation in their country, but also to those who would like to benefit from similar support. Furthermore, certain sessions will put several points of view into perspective, in particular:

- The point of view of the countries, which will demonstrate the added value that the programme has brought them, but also to the challenges that remain to be taken up for effective education quality management.
- The point of view of the technical and financial partners on the subjects covered, which will help to fuel reflection and open up new prospects for the future.
- The point of view of IIEP experts, who will contribute their knowledge and experience on the subjects covered.

TARGET AUDIENCE

Participation in the workshop will be by invitation and will bring together education executives from the 8 countries that participated in the Programme, as well as from various African countries (French-speaking, English-speaking and Portuguese-speaking) who have shown their interest in the Programme, its results and/or its approach. A range of key partners and international organizations working in the field of education and interested in the quality of education in Africa will also be invited to participate.

The diversity of profiles will make it possible to compare points of view and also to consider potential opportunities for collaboration between the Ministries of Education of these countries and the main technical and financial partners.

WORKSHOP FORMAT

The workshop will be held in person at Ndiambour Hotel in Dakar from Monday 13 May to Thursday 16 May 2024. It will alternate presentations, round tables and group work.

CONTACT

For any request for information about the workshop, you can contact:

atelierqualite2024@iiep.unesco.org

PROVISIONAL AGENDA

TIME	SESSION TITLE	INTERVENTIONS	SPEAKERS
Day 1: Monday May 13, 2024			
08:00 09:00	Welcome and registration of participants		
09:00 09:30	Opening of the workshop	Speech and official opening	
		<ul style="list-style-type: none"> • Mr. Rohen D'AIGLEPIERRE, Basic Education Advisor / Project Team Leader 	AFD
		<ul style="list-style-type: none"> • Mr. Dimitri SANGA, Director of the UNESCO Multisectoral Regional Office for West Africa 	UNESCO
		<ul style="list-style-type: none"> • Mr. Moustapha Mamba GUIRASSY, Minister of National Education 	MoE-Senegal
9:30 10:00	Introduction and agenda	Introduction to the workshop and presentation of the agenda	Program Manager
10:00 10:30	Family photo Coffee break		
10:30 11:45	The development of a change management strategy	Overview of the change management approach underlying the Programme	
		<ul style="list-style-type: none"> • Video introducing the approach 	
		<ul style="list-style-type: none"> • Presentation: Focus on the specificities of this approach 	Program Team
		<ul style="list-style-type: none"> • Round table: Experience-sharing on conducting quality management diagnosis in countries 	Country
		<ul style="list-style-type: none"> • Discussions with participants 	Plenary
11:45 13:00	Knowledge production	The Programme's findings on quality management capacities within education systems	
		<ul style="list-style-type: none"> • Video introducing the findings 	
		<ul style="list-style-type: none"> • Round table: sharing results on education quality management challenges across countries 	Country
		<ul style="list-style-type: none"> • Discussions with participants 	Plenary
13:00 14:30	Lunch break		

14:30 14:40	The development of contextualized solutions to manage education quality	The specificity of the solution design approach of the Programme	
		• Presentation	Program Team
		• Discussions with participants	Plenary
		Managing education quality through the use of learning assessment data	
		• Video introducing the session	
14:40 15:30		• Round table: Experience-sharing on the challenges of using data to improve learning	Country
	• Discussions with participants	Plenary	
15:30 14:30		• The <i>Shawara Karatu</i> Initiative: a promising approach in using data to improve learning	Niger
		• Discussions with participants	Plenary

**16:30
17:00** Coffee break and end of day 1

Day 2: Tuesday May 14, 2024

9:00 10:15	The development of contextualized solutions to manage education quality	Managing education quality through the reflective approach: the case of educational support	
		• Video introducing the session	
		• Round table: Sharing experiences on the challenges linked to educational support	Country
		• Discussions with participants	Plenary

**10:10
10:45** Coffee break

10:45 11:45	The development of contextualized solutions to manage education quality	Managing education quality through the reflective approach: the case of teacher supervision (continued)	
		• Round table: Using the analysis of professional practices to strengthen the effectiveness of teacher supervision	Senegal
		• Discussions with participants	Plenary

11:45 13:00	The development of contextualized solutions to manage education quality	Managing education quality through the promotion of innovations in education – the case of student group work (AMET)	
		<ul style="list-style-type: none"> • Video introducing the session 	
		<ul style="list-style-type: none"> • Round table: Sharing experiences on the challenges related to the identification, development, and promotion of innovations in education 	Country
		<ul style="list-style-type: none"> • A case of innovation promoted in Niger: Tutored Micro-Teaching Workshops (AMET) 	Niger
		<ul style="list-style-type: none"> • Discussions with participants 	Plenary
13:00 14:30	Lunch break		
14:30 15:10	The effects of the Programme on the beneficiaries	<ul style="list-style-type: none"> • Round table 1: Impact on National Research Teams 	Country team members
15:10 15:50		<ul style="list-style-type: none"> • Round table 2: Impact on education quality management in education systems 	Senior officials of the Ministries
15:50 16:15		<ul style="list-style-type: none"> • Round table 3: Impact on Technical & Financial Partners 	PTFs
16:30 18:00	Cocktail End of day 2		
Day 3: Wednesday May 15, 2024			
09:00 09:30	The added value of the approach and achievements of the Programme	Findings from the appreciative inquiry	
		<ul style="list-style-type: none"> • Presentation 	Program Team
		<ul style="list-style-type: none"> • Exchanges with participants 	Plenary
		How can the Programme's achievements feed into education sector processes?	
9:30 10:45		<ul style="list-style-type: none"> • Group work: • Group 1: The Change Management Approach • Group 2: The Shawara Karatu Initiative • Group 3: The Analysis of Professional Practices • Group 4: The Identification and Promotion of Innovations in education 	Participants

10:45 11:15 Coffee break			
11:15 13:00	The added value of the approach and achievements of the Programme	How can the Programme's achievements feed into education sector processes?	
		• Restitution of group work	Participants
		• Discussions with participants	Plenary
13:00 14:30 Lunch break			
14:30 15:30	Strategy for sustaining the Programme's achievements	The development of training on education quality management	
		• Round table: Experience-sharing of training institutes	ENS Burundi, FASTE F Senegal, INSE Togo
		• Discussions with participants	Plenary
15:30 16:00 Coffee break and end of day 3			
Day 4: Thursday May 16, 2024			
09:00 09:45	Exploring collaboration opportunities	Discussions on collaboration perspectives	
		• The voice to Technical & Financial Partners	AFD, IBE
		• Discussions with participants	Plenary
09:45 10:30		• The voice to Countries: Round table between countries that have not implemented the Programme	Country
		• Discussions with participants	Plenary
10:30 11:00 Coffee break			
11:00 12:00	Closing of the workshop	• The voice to IIEP: Reflection on the prospects for supporting countries based on the discussions during this workshop	IIEP
		• Discussions with participants	Plenary
12:00 12:15		Summary of the work	Program Team
12:15 12:30		Closing speech	AFD IIEP MoE-Senegal
12:30 14:00 Lunch break and end of day 4			