



AFRICAN AND MALAGASY
COUNCIL FOR HIGHER
EDUCATION

CAMES

STRATEGIC DEVELOPMENT PLAN 2 0 2 4 - 2 0 2 8

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FOREWORD



In our institutional plan for CAMES, we have committed to identifying, preserving, consolidating, and promoting the achievements of our shared Institution. This is based on a thorough assessment and takes into account the current and future challenges and issues facing higher Education and Research in Africa.

This commitment, shared by all members of the CAMES general Secretariat, is taking shape through the development of a new CAMES Strategic Development Plan for the period 2024–2028, and reflects the full ambition of the current leadership team of our pan-African Institution.

Our goal is to make CAMES an Institution for academic integration that contributes to the formulation of scientific solutions to the problems of its member states; particularly

in the priority areas of agriculture, health, the environment, new technologies and Artificial Intelligence, energy, water, and security.

Our assessment highlights the urgent need to co-develop, with all stakeholders, this Strategic Development Plan for the CAMES we envision: the CAMES of the States, the CAMES of Teachers-researchers and Researchers, the CAMES of students, and the CAMES of the people.

Our vision is to make CAMES, by 2033, *“an internationally recognized Institution for scientific evaluation and a true tool for academic integration and sustainable development in Africa.”*

This vision will be implemented through this Strategic Development Plan, structured around seven (7) strategic pillars and co-developed with stakeholders based on a rigorous assessment. In my capacity as the seventh (7th) Secretary General of CAMES, I would like to reiterate our gratitude to all those who have contributed to the development of this plan. My thanks go in particular to our Ministers of Higher Education and Research for the trust they have placed in me to lead the future of our shared Institution. I hereby express my deepest gratitude to them for the wise counsel and guidance they provided during our introductory and working visits, which enabled us to gather their expectations and informed opinions on the institutional vision we are pursuing for CAMES. I also extend this gratitude to the leaders of the Higher Education and Research Institutions (IESR) in our member states. Their availability

and commitment to working alongside us enabled us to meet with our academic and scientific communities for direct and constructive exchanges.

I also express my gratitude to the group of experts who assisted us in finalizing this Strategic Plan prior to its presentation for adoption by the CAMES Council of Ministers. These include: Professor Ababacar MBENGUE, Professor Aminata NIANG, Professor Boubacar BAIDARI, Professor Claude LISHOU, and Professor Mady KOANDA.

Finally, I thank all CAMES staff for their dedication and active participation in the development of this PSDC 2024–2028.

I am counting on every CAMES staff member to ensure its effective implementation, particularly the members of the CAMES Executive Board, with whom I share this vision and commitment.

This plan is not merely a roadmap for the general Secretariat. For all CAMES stakeholders, it serves as the compass and rudder that will steer the “CAMES ship” toward greater Solidarity, Excellence, Ethics, Accountability, and Innovation.

The successful implementation of the PSDC 2024–2028 can only be achieved through the mobilization and commitment of all stakeholders in the higher Education and Research systems of the member states. I therefore issue a solemn call to all Governments, higher Education and Research Institutions, Faculty members and Researchers, students, as well as Technical

and/or Financial Partners, to join us in this collective endeavor to transform our iconic shared Institution of academic integration.

Together, let us co-create the CAMES we want; the CAMES you want. I am counting on you to launch the fifth transformative phase of our shared Institution.

Professor Souleymane KONATÉ

Secretary General and Grand Chancellor of the
International Order of Academic Palms (OIPA)
and the International Order of Merit (OMI) of CAMES

DEFINITIONS OF ACRONYMS AND ABBREVIATIONS

ANVI	National Agencies for Promotion and Innovation
QA	Quality Assurance
EQA	External Quality Assurance
IQA	Internal Quality Assurance
AUA	African Universities Association
AUF	Agence Universitaire de la Francophonie
AVI-CAMES	CAMES Virtual Academy
ADB	African Development Bank
CCG	General Consultative Commission
CCI	Inter African Consultative Commission
CED	Ethics and Professional Conduct Commission
CEDoC	CAMES Doctoral School Council
IQUAU	Internal Quality Assurance Unit
CID	Information and Resource Center
CoM	Council of Ministers
CNC	CAMES National Correspondent
CODEX	CAMES Open Index
CRRAF	Conference of Heads of Research Systems in Francophone Africa
CRUFAOCI	Conference of Rectors of Francophone Universities in Africa and the Indian Ocean
CSS	Scientific Services Center
CTS	Specialized Technical Commission
DICAMES	CAMES Institutional Repository (CAMES Institutional Digital Archive)
SWOT	Strengths, Weaknesses, Opportunities, Threats
AI	Artificial Intelligence
IESR	Higher Education and Research Institutions
IUCEA	Inter-University Council for East Africa
CSC	CAMES Scientific Days

BMD	Bachelor's – Master's – Doctorate
MAVI	Virtual Research Marketplace
MHPOMVPA	Human Medicine, Pharmacy, Dentistry, Veterinary Medicine, and Animal Production
OCAM	African and Malagasy Common Organization
ODSC	CAMES Scientific Data Observatory
OIPA	International Order of Academic Palms
OMI	Order of International Merit
UN	United Nations
OUC	CAMES University Games
PMSR	Macky Sall Award for Research
PRED	Program for the Recognition and Equivalency of Degrees
PRIDE-CAMES	Center of Excellence for Research, Innovation, and Development
PSDC	CAMES Strategic Development Plan
PT-RID	Thematic Programs for Research, Innovation, and Development
ABWP	Annual Budgeted Work Plan
PTRC	CAMES Thematic Research Programs
RDI	Research, Development, and Innovation
REDRIC	CAMES Network of Research and Innovation Directors
REESAO	Network of Institutions for Excellence in Higher Education in West Africa
RESIRAC	Network of Higher Education Institutions and Research Institutions in Central Africa
SG	Secretary General
SJPEG	Law, Politics, Economics, and Management
STISA	African Union Strategy on Science, Technology, and Innovation for Africa
UA	African Union
UNESCO	United Nations Educational, Scientific and Cultural Organization
PAU	Pan-African University
RPL	Recognition of Prior Learning
ZLECAF	African Continental Free Trade Area

SUMMARY

The African and Malagasy Council for Higher Education (CAMES) is an intergovernmental academic Institution for regional integration, established in January 1968 by African Heads of State shortly after independence, with the primary objective of fostering intellectual solidarity and scientific cooperation in Africa. CAMES's primary mission is to coordinate and harmonize higher Education and Research policies among its nineteen (19) member states.

Under the leadership of its successive Secretaries General, CAMES has fully fulfilled its role as a regional Institution for the evaluation and promotion of Teachers-researchers and Researchers, providing high-quality human resources to member states. It has successfully evolved and adapted to the various challenges facing higher Education.

Thus, as part of its modernization efforts, the Institution adopted a Strategic Development Plan in 2015 which outlines its vision and values, as well as the strategic planning of its activities.

In keeping with this tradition of governance, the current CAMES leadership team has developed this CAMES Strategic Development Plan for the period 2024–2028 (PSDC 2024–2028). It aims to preserve, consolidate, and enhance the many achievements of this pan-African Institution.

This plan is based on the vision of making CAMES **“an internationally recognized Institution in the field of scientific evaluation and a true tool for academic integration and sustainable development in Africa by 2033.”** This vision is grounded in the values of **Solidarity, Excellence, Ethics, Accountability, and Innovation**, in alignment with the missions assigned to the Institution.



which stem from seven (7) strategic priorities, namely:

- **Priority Area 1: Improving CAMES governance**
- **Priority Area 2: Promoting and strengthening the credibility of the CAMES label**
- **Priority Area 3: Enhancing the participation of African states in CAMES activities**
- **Priority Area 4: Strengthening academic integration and mobility within the CAMES region**
- **Priority Area 5: Developing and promoting Research and Innovation within the CAMES region**
- **Priority Area 6: Developing partnerships and a sustainable funding strategy for CAMES**
- **Priority Area 7: Strengthening CAMES's communication and public relations**

The 2024–2028 Strategic Plan was developed in collaboration with all of the Institution's stakeholders through a participatory and inclusive process and was approved by Resolution No. SO-CM/CAMES/2024-011 of the 4^{1st} Ordinary Session of the CAMES Council of Ministers.



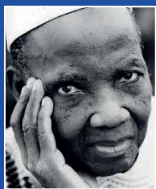
1- CONTEXT AND JUSTIFICATION FOR THE 2024–2028 PSDC

The African and Malagasy Council for Higher Education (CAMES) was established in January 1968 in Niamey, Niger, by the Heads of State of the African and Malagasy Common Organization (OCAM), shortly after independence. Its main objective is to foster African intellectual solidarity and to coordinate and harmonize higher Education and Research policies among its member States.

The historical development of CAMES can be divided into four (4) main phases, each led by a different Secretary General:

THE FOUNDING PHASE

marked by Professor Joseph KI-ZERBO's (1968–1980) commitment to self-determination in the evaluation of African Teachers-researchers and Researchers;



**Professor
Joseph
KI-ZERBO**
1968-1980

THE GROWTH PHASE

during which the governing bodies and statutory Programs were strengthened under Professors Emmanuel Carle Kokou Kotso NATHANIELS (1982–1988) and Henry-Valère KINIFFO (1988–1992);



**Professor
Emmanuel Carle
Kokou kotso
NATHANIELS**
1982-1988



**Professor
Henry-Valère
KINIFFO**
1988-1992

THE MATURATION PHASE

marked by the pursuit of financial independence and institutional reforms, occurred under the leadership of Professors Rambré Moumouni OUIMINGA (1992–2000) and Mamadou Moustapha SALL (2000–2011); and



**Professor
Rambré
Moumouni
OUIMINGA**
1992-2000



**Professor
Mamadou
Moustapha
SALL**
2000-2011

THE MODERNIZATION PHASE

characterized by the digital transition and the development of Strategic Development Plans, was initiated by Professor Bertrand MBATCHI (2011–2021).



**Professor
Bertrand
MBATCHI**
2011-2021

More than half a century after its creation, CAMES's many achievements must be preserved, consolidated, and promoted to meet the current and future challenges of Higher Education, Research, and Innovation. This is the ambition of the current leadership team of our joint Institution, led by Professor Souleymane KONATÉ, the 7th Secretary General of CAMES, who has been in office since January 9, 2023.

With this goal in mind, we are now embarking on the fifth phase of CAMES's constructive process.



**Professor Souleymane
KONATÉ**
2023-2028

THE CONSOLIDATION AND REINFORCEMENT PHASE

It aims to strengthen Quality Assurance through the scientific evaluation of human resources, training programs, and Institutions; and to promote genuine regional academic integration and the sustainable development of member states.

Indeed, since its inception, CAMES has consistently fulfilled its role as a regional Institution for the evaluation and promotion of Teachers-researchers and Researchers, providing high-quality human resources. Going forward, it is called upon to work toward greater integration of Higher Education and Research systems and to contribute to the development of scientific solutions to the socio-economic and cultural development challenges facing its member states.

With this in mind, the current leadership team of the General Secretariat has developed an institutional plan structured around seven (7) strategic priorities and an ambitious vision for our shared Institution.

The Secretary general of CAMES presented this vision to the Council of Ministers for its consideration during its 40th regular session held in Niamey, Niger, with a view to obtaining its approval for the development of CAMES's new Strategic Development Plan based on the institutional framework and using a participatory and inclusive methodology.

The Council of Ministers therefore adopted Resolution No. SO-CM/CAMES/2023-004 authorizing the Secretary General to draft the CAMES Strategic Development Plan (PSDC) covering the period 2024–2028.

Pursuant to this resolution, the general Secretariat has developed this CAMES Strategic Development Plan for the period 2024–2028. This Plan was subsequently presented to and adopted by the CAMES Council of Ministers through Resolution No. SO-CM/CAMES/2024-011 during its 41st regular session held in Brazzaville, Republic of the Congo.

This 2024–2028 PSDC document is organized into six (6) main sections, namely: (i) context and rationale, (ii) development methodology, (iii) CAMES's mission, vision, and values, (iv) assessment of the current situation, (v) main strategic priorities and specific objectives, (vi) implementation strategy.



2- METHODOLOGY FOR DEVELOPING THE PSDC

The CAMES Strategic Development Plan (PSDC) for the period 2024–2028 was developed using a rigorous methodology based on a participatory and inclusive approach.

This methodology is structured around six (6) successive steps, namely: (i) an in-depth literature review of the Institution, (ii) a contextual analysis of the higher Education and Research environment in Africa, (iii) the presentation of the institutional project to member states and stakeholders and the collection of their expectations, (iv) the preparation of an in-depth assessment of CAMES, (v) the organization of a workshop to develop the PSDC, and (vi) the adoption of the PSDC by the CAMES Council of Ministers.

2.1 In-depth literature review

The 2024–2028 PSDC draft was developed based on a review and consolidation of the Institutional Plan prepared by the Secretary general, an in-depth analysis of evaluations of previous PSDCs, and an analysis of various evaluations of the Institution's Programs. These include, in particular:

- the findings and recommendations of the evaluations of the two previous PSDCs (2015–2019 and 2020–2022);
- the results of the various evaluations of CAMES's statutory Programs and activities ;
- the findings and recommendations of CAMES' organizational, accounting, and financial audits covering the three years preceding the launch of the process to develop the new PSDC (2020, 2021, and 2022).

2.2 Contextual analysis

The literature review was supplemented by an analysis of the current dynamics and challenges facing higher Education and Research within the CAMES region, in Africa, and globally, based on reports prepared by international Organizations such as UNESCO, the UNDP, and the World Bank, as well as the various CAMES governing bodies.

2.3 Compilation of member states' and stakeholders' expectations

The opinions and recommendations of various stakeholders (Ministries, the scientific and academic community, and students) regarding the statutory Programs and CAMES's new vision were also gathered on this occasion.

2.4 Conduct a thorough assessment

The summary of findings from the previous stages enabled the CAMES Executive Board to conduct an in-depth assessment of the Institution. This led to the identification of the Institution's strengths and weaknesses, as well as opportunities and threats, with a view to drafting a Strategic Development Plan.

The SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis thus provided a clear picture of CAMES's current situation.

A cross-analysis of the data from the SWOT table then guided the definition and reformulation of the main strategic priorities and specific objectives. This process led to the drafting of the 2024–2028 PSDC plan for the implementation of CAMES's vision and ambitions.



Some of the Secretary General's country missions

2.5 PSDC Development Workshop

A kick-off workshop for the 2024–2028 PSDC was held from April 22 to 24, 2024, at CAMES headquarters in Ouagadougou (Burkina Faso), using a participatory and inclusive approach. The workshop brought together all staff members of the CAMES general Secretariat, as well as high-level resource persons (experts in strategic planning). Based on the working documents resulting from the four (4) preceding points and a draft Strategic Development Plan, this workshop facilitated the discussion, consolidation, and finalization of the new CAMES Strategic Development Plan for the 2024–2028 period.

2.6 Approval of the PSDC 2024–2028

The draft 2024–2028 PSDC was presented to the CAMES Council of Ministers in May 2024. It was approved by the Council, following a review and a favorable opinion from the Commission of Experts, through Resolution No. SO-CM/CAMES/2024-011 of the 41st ordinary session of the CAMES Council of Ministers.



PSDC Development Workshop 2024-2028



3- ASSESSMENT OF THE CURRENT SITUATION AT CAMES

3.1 SWOT Analysis of CAMES

The summary of the assessment of CAMES's situation is presented in the form of a SWOT analysis table (Table 1), structured as follows:

internal factors (Strengths and Weaknesses), which are within the Institution's control, and;

external factors (Opportunities and Threats), which are beyond the institution's control.

Table 1:
Summary of the CAMES SWOT Analysis

INTERNAL FACTORS

STRENGTHS (+)	WEAKNESSES (-)
• An intergovernmental Institution established through agreements signed by Heads of State. • An Institution that has existed for more than half a century and possesses recognized experience and expertise in the evaluation and promotion of higher Education and Research. • Strong legitimacy and political, institutional, and public recognition across all member states and beyond for more than half a century. • The existence of inclusive and fully functional bodies for Political governance (Council of Ministers, Commission of Experts) and academic governance (CCG, CTS, PRED Commissions, Agrégation Examination Boards). • The existence of a credible and fully independent Ethics and Professional Conduct Commission. • There is a decision to establish a periodic meeting (every three years) of the Heads of State and Government of CAMES. • One of the world's largest hubs for academic integration and mobility (the only one of its kind in Africa). • Availability of qualified human resources within the general Secretariat and other governing bodies. • A large network of international experts in CAMES member countries and among the diaspora (more than 17,000 experts across all scientific fields). • A good academic communication strategy. • The credibility and prestige of the evaluations and ranks awarded by CAMES. • The CAMES label is well regarded in the higher Education and Research community. • Strong strategic skills and experience in digital Education (Silhouette Program).	• Weak institutional recognition and engagement with international organizations (African Union, UN, World Bank, AfDB, etc.). • Limited to the French-speaking world; insufficient representation of the African academic community, particularly the English-speaking segment. • Inactivity and low participation in statutory Programs in certain member countries. • The existence of national evaluation systems for Teachers-researchers and Researchers, in addition to the CAMES system, in certain member countries. • Lack of continuous representation (CAMES correspondents/focal points) in member states. • Low participation by public Institutions in the Program for the Recognition and Equivalence of Degrees (PRED). • Overlap between the Quality Assurance (QA) Programs and PRED. • The failure of certain international Quality Assurance bodies to recognize CAMES as a genuine regional quality assurance Agency. • Lack of a holistic vision and synergies among the various CAMES Programs (e.g., CCI and PTRC). • The current governance structure and organizational chart are not aligned with CAMES's current challenges, ambitions, and vision. • Unsustainable business model. • Low contributions from member states to the CAMES budget. • An unambitious and sometimes asymmetrical partnership strategy (partnerships with universities). • Lack of a strategy to promote and harmonize Research and Innovation policies among member countries of the CAMES region. • Underutilization of CAMES archives and data. • Insufficient communication with the general public, policymakers, and the business community.

INTERNAL FACTORS

STRENGTHS (+)

- The existence of a comprehensive, long-term database on higher Education and Research in Africa (one of the largest databases, covering more than 50 years).
- Existence of networks of Teachers-researchers and doctoral students dedicated to Research (CAMES Thematic Research Programs).
- The existence of common standards and clear guidelines for higher Education.
- Existence of a network of Technical and Financial Partners.
- Existence of statutory Programs that are regularly implemented.
- Award established to promote Research and Innovation (Macky Sall Research Award).
- A spirit of openness and a commitment to expanding the CAMES network.
- Strong capacity for scientific collaboration.
- Existence of a historical archive of scientific space-related publications (DICAMES, digital library, archive room, e-CAMES platform, etc.).
- Existence of an initiative to index journals within the CAMES region and internationally (CAMES Open Index – CODEX).
- Existence of an initiative to collect and analyze archived data and data on higher Education and Research in Africa (observatory, data service, etc.).

WEAKNESSES (-)

- Lack of a system for evaluating, ranking, and fostering healthy competition among research Institutions.
- Inadequacy of the strategy developed to enhance CAMES's appeal.
- Shortcomings in the governance and promotion of the Macky Sall Research Award.
- Lack of a strategy to promote academic mobility within the CAMES region.
- Insufficient promotion and dissemination of Research findings to achieve social and economic impact within the CAMES region.
- Insufficient funding for Research and limited development of scientific diplomacy within the CAMES region.
- Low level of harmonization of educational programs and curricula within the CAMES region.
- Lack of institutional anchoring of the PTRCs within Research and higher Education Institutions and low representation of member countries (within the PTRCs).
- Lack of funding for the PTRC's own promising initiatives.
- Lack of pooling of material, financial, and other resources
- Lack of mapping and networking among Doctoral Schools.
- Insufficient availability of data on higher Education and Research in the CAMES region.
- Language barriers and insufficient consideration of certain national languages of member countries in CAMES' statutory Programs
- Inadequate digitization of archived data at CAMES.
- Limited synergy among stakeholders from civil society, the business sector, and academia.
- Lack of a journal indexing system within the CAMES network.
- Low level of scientific output (compared to the African and global levels) in the CAMES region.
- Low membership fees and contributions from CAMES member organizations.
- Low debt collection rates across all programs.
- Lack of formalization of the network of communication focal points.

EXTERNAL FACTORS

OPPORTUNITIES (+)

- Recognition and promotion of the knowledge economy by international organizations.
- Agendas of international organizations on science and education (AU: STISA, AU Agenda 2063, United Nations Decade of Research for Sustainable Development, AU National Education Year, UNESCO's Campus Africa Program, AfCFTA project, etc.).
- Africa: a new area of interest for international investment.
- The emergence of science diplomacy.
- Interest from certain non-member countries in CAMES.
- The Addis Ababa Convention and the promotion of Quality Assurance by the AU and UNESCO.
- Recent crises (COVID-19, etc.) have highlighted the importance of Research, integration, and digital technology at the national, regional, and international levels.
- Opportunities to engage the African diaspora and "CAMES Ambassador Champions."
- Africa's demographic dividend, with more than 75% of the population being young people.
- The BMD system, which promotes harmonization and academic mobility.
- The emergence of digital technology and Artificial Intelligence (AI).
- The existence of CRUFAOCI, REESAO, RESIRAC, CRRAC, etc.
- Interest from the Directorates General of Higher Education and Research in CAMES initiatives.
- Existence of funds dedicated to Research at the continental and international levels.
- High expectations from the private sector, industry, and the general public regarding Research.
- Development of emerging technologies (Artificial Intelligence, quantum computing, data science, etc.).
- Development of Open Science.

THREATS (-)

- Security and political crises within the CAMES region.
- Global political crisis, including tensions between Russia and Ukraine and in the Middle East.
- Possibility of certain less active member states withdrawing from CAMES.
- Development of parallel evaluation systems in higher Education.
- Risk of other international organizations usurping CAMES's prerogatives.
- Emergence of regional Quality Assurance networks that could compete with CAMES.
- Academic delays at Research-oriented higher Education Institutions and a breakdown in social harmony on university campuses.
- Competition with other, less legitimate Institutions.
- Research dependence on external funding.

3.2 Cross-analysis of the results of the CAMES SWOT

A SWOT analysis—examining the organization’s strengths, weaknesses, opportunities, and threats—enables the identification of specific objectives (SOs) and actions to be taken to improve CAMES’ performance, by answering the following questions:

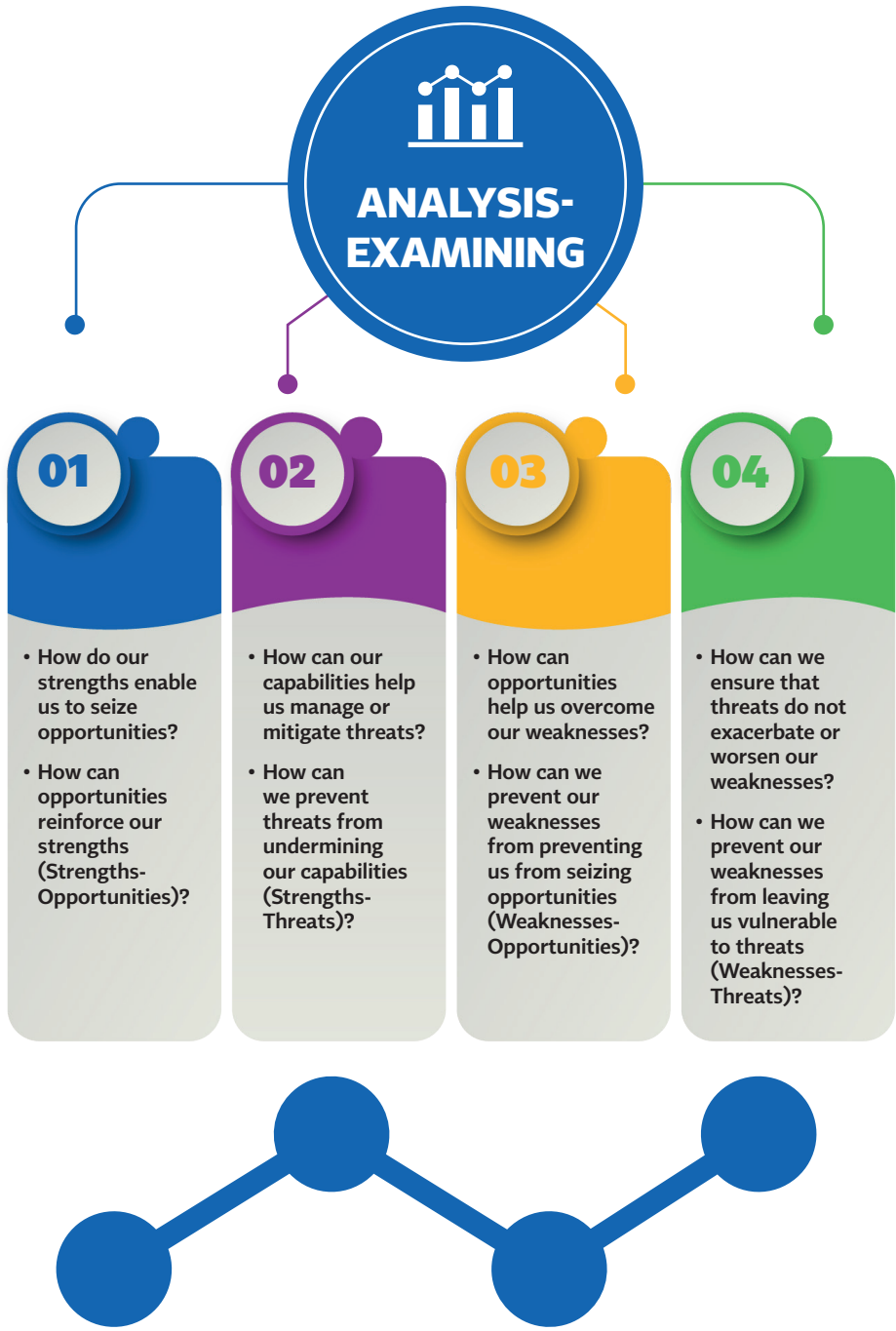


Table 2:
SWOT Analysis

STRENGTHS

1- Strengths - Opportunities

OPPORTUNITIES

- Ensure the regular organization of statutory Programs and activities (SO1.1)
- Establish a mechanism for the ongoing evaluation of CAMES' statutory Programs (SO1.2)
- Consolidate and formalize procedures for implementing CAMES' statutory Programs (SO1.3)
- Make CAMES a learning organization (SO1.6)
- Internationalize CAMES's evaluation and promotion procedures and programs (OS2.2)
- Strengthen CAMES's services to society (OS2.3)
- Enhance the quality and visibility of scientific journals within the CAMES region (OS5.5)
- Restore and leverage CAMES data (OS5.6)
- Make the CAMES Foundation for Quality in Higher Education and Research operational (SO6.3)
- Strengthen external communication (SO7.1)
- Modernize and enhance the role of the CID-CAMES (SO7.3)

2- Strengths vs. Threats

THREATS

- Adapt CAMES' governance bodies to the new challenges facing higher Education and Research (SO1.5)
- Protect and promote the CAMES brand (SO2.1)
- Strengthen and operationalize a culture of ethics and professional conduct within CAMES (SO2.4)
- Expand the scope of CAMES' scientific evaluation (SO3.3)
- Improve the harmonization of Research policies within the CAMES region (SO5.1)
- Restructure and revitalize CAMES' Thematic Research Programs (PTRC) (SO5.3)

WEAKNESSES

3- Weaknesses - Opportunities

OPPORTUNITIES

- Strengthen the CAMES Quality Assurance Management System (OS.1.4)
- Develop an academic mobility program within the CAMES region (OS4.3)
- Harmonize and revitalize the operations of Doctoral Dchools within the CAMES region (OS5.2)
- Improve the socio-economic impact of Research results within the CAMES region (OS5.4)
- Develop an ambitious strategy for funding Research and Innovation within the CAMES region (OS5.7)
- Diversify funding sources (OS6.2)
- Develop partnerships with the private sector and regional and international Institutions (OS6.4)
- Strengthen public relations (OS7.2)
- Strengthen internal communication (OS7.4)

4- Weaknesses vs. Threats

THREATS

- Strengthen the effective and coordinated participation of the 19 member countries in CAMES' statutory Programs (OS3.1)
- Expand the CAMES region to include other African and Indian Ocean countries (SO3.2)
- Harmonize curricula within the CAMES region (SO4.1)
- Harmonize the implementation of the three-cycle degree system within the CAMES region (SO4.2)
- Improve revenue collection (SO6.1)



4- CAMES' VISION, MISSIONS, AND VALUES

The CAMES Strategic Development Plan for 2024–2028 is based on a vision and values that are consistent with its assigned missions.



4.1 Vision

CAMES, an internationally recognized Institution for scientific evaluation and a key driver of academic integration dedicated to Africa's sustainable development by 2033.



4.2 Missions

- To promote and foster understanding and solidarity among member states.
- To establish ongoing cultural and scientific cooperation among member states.
- To collect and disseminate all academic and Research materials.
- To prepare draft conventions between the relevant states in the fields of higher Education and Research, and to contribute to the implementation of these conventions.
- Design and promote consultations to coordinate higher Education and Research systems, with a view to harmonizing curricula and admission standards across various higher Education and Research Institutions, fostering cooperation among these institutions, and facilitating the exchange of information.
- Promote Quality Assurance at the regional level, particularly through the evaluation and promotion of human resources, training programs, and higher Education and Research Institutions in member states.



4.3 Values

- **Solidarity:** CAMES is founded on a shared vision dedicated to the development of high-quality, innovative higher Education and Research that drives socioeconomic development. It also relies on the pooling of certain resources and solidarity among member states.
- **Excellence:** CAMES' programs, projects, and initiatives must be marked by quality, consistency, exemplary conduct, and professionalism, which are the hallmarks of excellence.
- **Ethics:** All of CAMES' actions must be guided by the principles of integrity, impartiality, and transparency, as well as by respect for the individual and collective rights and duties of its members.
- **Accountability:** As a supranational Institution, CAMES must adopt and apply best management practices and fully assume its responsibility toward the member states that have entrusted it with the mandate to evaluate and promote their Faculty members and Researchers.
- **Innovation:** In the face of current challenges, CAMES must promote societal transformation and resilience through Innovation stemming from education and Research.



5- CAMES STRATEGIC ACTIVITY PLAN (2024–2028)

The 2024–2028 PSDC is structured around seven **(7) strategic priorities**, thirty-one (31) specific objectives, and one hundred thirty-five (135) activities.

01

The first priority focuses on **consolidating achievements and improving CAMES' governance**. It aims to equip the Institution with governance bodies, tools, and processes tailored to the challenges of higher Education and Research, enabling it to better meet the expectations of its stakeholders.



02

The second priority is dedicated to **promoting and strengthening the credibility of the CAMES label**. It aims to establish the CAMES brand as a high-quality label for higher Education, Research, and development, recognized by stakeholders and internationally. It seeks to strictly regulate and monitor the use of this label.



03

The third priority area concerns **improving the participation of African states in CAMES activities**. Its objective is to make CAMES a more representative Institution for Africa by strengthening member states' participation in statutory activities and encouraging new African countries to join our common Institution.



04

The fourth priority concerns **strengthening academic integration and mobility within the CAMES region**. It aims to harmonize training and research pathways and the implementation of the Bachelor's-Master's-Doctorate (BMD) system across CAMES, as well as to develop an academic mobility program within the CAMES region.





05

The fifth priority area focuses on the **development and promotion of Research and Innovation within the CAMES region**. This priority area aims to harmonize Research policies and develop an ambitious, comprehensive Research and Innovation strategy that drives the development of member states.



06

The sixth priority area concerns the **development of partnerships and a sustainable funding strategy for CAMES**. The objective of this priority is to improve, diversify, and secure CAMES's funding, while considering an economic model adapted to the Institution's realities; and to develop a more ambitious partnership strategy (commensurate with CAMES's scope).



07

The seventh priority is dedicated to **strengthening communication and public relations**. The main objective is to improve CAMES' visibility and transparency, as well as communication regarding the Institution's impact at the national, regional, and international levels. This effort aims to develop effective communication strategies targeting key audiences, including the academic community, policymakers, the private sector, and the general public.

Each Strategic Priority is presented in the form of a logical framework matrix that outlines the Priority's impact indicator, its specific objectives, the activities associated with each objective, and the indicators for measuring the implementation of each activity.

5.1 Priority area 1 —Improving CAMES Governance

Strategic Priority Impact Indicator (IP1):

CAMES has modern governance structures, tools, and processes tailored to the challenges of higher Education and Research, enabling it to operate more effectively and better meet the expectations of its stakeholders, by 2028.

Specific objectives	Activities	Activity Implementation Indicators
OS 1.1. Ensure the regular organization of statutory Programs and activities	Day-to-day administrative management of CAMES	• Number of financial statements produced • Number of needs met out of the total number of needs expressed or identified
	Organization of Cabinet Meetings	Number of Cabinet meetings held
	Organization of CCI sessions and the regular CCG meeting	Number of sessions held by the CCI and the regular CCG
	Organization of the Extraordinary CCG Sessions	Number of extraordinary CCG sessions held
	Organization of the MHPOMVPA Certification Exams	Number of MHPOMVPA certification exams held
	Organization of the SJPEG Certification Exams	Number of SJPEG Certification Exams Held
	Organization of PRED Sessions	Number of PRED sessions organized
	Organization of OUCs	Number of OUC sessions held
	Organization of CED Sessions	Number of CED sessions held
	Organizing reception sessions at the OIPA	Number of receptions organized by the OIPA
OS 1.2 Establish a mechanism for the ongoing evaluation of CAMES's statutory Programs	Establishment of a Monitoring and Evaluation Unit (MEU) for CAMES's statutory Programs	• Existence (legal basis) of the monitoring and evaluation unit • Number of annual monitoring and evaluation reports
	Ongoing Evaluation of statutory Programs	Number of evaluation reports available over the past five years
	Monitoring the implementation of recommendations resulting from the organization of statutory activities	• Annual reports on the monitoring of the implementation of recommendations • Percentage of recommendations implemented for each statutory activity
	Real-time collection and processing of feedback on statutory Programs to inform their direction and governance	• Existence of a system (platform) for automatically collecting information • Number of reviews received • Number of reviews processed

5.1 Priority area 1 —Improving CAMES Governance

Specific objectives	Activities	Activity Implementation Indicators
OE 1.3. Consolidate and formalize the procedures for implementing CAMES's statutory Programs	Updating and developing implementation guides for statutory Programs	Number of updated statutory Program guides
	Capacity building for stakeholders on procedures	• Number of participants trained • Number of training sessions per year
	Formalization and consolidation of the CAMES database of certified experts	Existence of an up-to-date database of experts
OE 1.4 Strengthen CAMES' Quality Assurance Management System	Establishment and implementation of an internal Quality Assurance unit (CIQA)	• Existence (legal basis) of the internal Quality Assurance unit • Number of meeting reports per year
	Development of a quality policy	Existence of a Quality Assurance Manual
	Formalizing and strengthening CAMES's status as a regional Quality Assurance and accreditation Agency	Resolution of the Council of Ministers confirming CAMES' status as a regional Quality Assurance Agency
	Strengthening the skills and capacities of CAMES Stakeholders in Quality Assurance	• Number of in-house continuing education courses • Number of people trained and/or certified in Quality Assurance • Participation in international training programs on Quality Assurance
	Update to CAMES Quality Assurance Procedures and Tools	Number of updated guidelines and procedures
OE 1.5. Adapting CAMES's governing bodies to the new challenges facing higher Education and Research	Adapting the CAMES organizational chart to the current environment and challenges facing higher Education and Research	• Existence of an updated CAMES organizational chart • Existence of a resolution by the Council of Ministers approving the CAMES organizational chart
	Creation and launch of the CAMES Official Journal	• Existence of a CAMES Official Journal • Number of issues per year of the CAMES Official Journal
	Establishment of CAMES Liaison Officers in Member Countries	Number of operational CAMES correspondents in member countries

5.1 Priority area 1 —Improving CAMES Governance

Specific objectives	Activities	Activity Implementation Indicators
OE 1.6. Making CAMES a modern, learning organization	Strengthening CAMES's human capital to address current challenges in Higher Education and Research	• Number of people hired • Number of people trained • Number of people promoted
	Improving operational decision-making processes within CAMES	Number of policies and/or practices that improve operational decision-making within CAMES
	Revision of governance regulations	Number of revised bylaws, internal regulations, and procedure manuals
	Strengthening Digital Governance	Increase in the rate of virtualization of CAMES procedures.
	Implementation of a strategy to build the capacity of stakeholders	• Existence of a capacity-building strategy document • Number of training courses offered • Number of participants trained
	Implementation of an information monitoring strategy for Higher Education and Research	• Existence of an information monitoring system • Number of information briefings provided to management
	Creating a flexible and adaptable work environment	• Availability of a collaborative workspace • Availability of a teleworking policy • Strengthening institutional capacity • Establishment of the International Conference and Training Center (CICF)
	Establishment and launch of a Social Affairs Unit within the CAMES general Secretariat	• Order Establishing the Task Force • Number of activities completed

5.2 Priority Area 2 — Promoting and strengthening the credibility of the CAMES label

Strategic Priority Impact Indicator (IA2):

The CAMES brand will be recognized as a mark of high quality in higher Education and Research, both by stakeholders and internationally. Its use is strictly regulated and monitored, by 2028.

Specific objectives	Activities	Activity Implementation Indicators
OS 2.1. Protect and promote the CAMES label	Regulations Governing the Use of the CAMES Trademark	• Existence of a trademark registered with the intellectual property authorities • Existence of a charter governing the use of the CAMES label
	Establishment of a mechanism for ongoing monitoring of the use of the CAMES label	• Existence of a process for automatically collecting and reporting information (feedback, questions and answers, alerts) regarding the use of the CAMES label • Number of information notes from CAMES focal points regarding the use of the CAMES label in their countries
	Raising Awareness of the CAMES Label	• Number of campaigns or promotional materials created and distributed • Existence of an automated response system regarding the use of the CAMES label
OS 2.2. Internationalize CAMES's evaluation and promotion procedures and programs	Development of a collaborative platform bringing together Institutions involved in the evaluation and promotion of higher Education and Research	• Existence of the platform • Number of evaluation and promotion Institutions registered on the platform
	Establishment of a certification system tailored to the specific characteristics of other evaluation systems	The existence of a certification framework tailored to the specific characteristics of other assessment systems
	Establishment of an incentive system to encourage diaspora participation in evaluations and promotions	Existence of a system or mechanism for incentivizing and engaging the diaspora

5.2 Priority Area 2 — Promoting and strengthening the credibility of the CAMES label

Specific objectives	Activities	Activity Implementation Indicators
OE 2.3 Strengthening CAMES's Community Services	Establishment of the CAMES Virtual Academy (AVI-CAMES) to provide scientific services to Research Institutions and member states	• Conducting a feasibility study for AVI-CAMES • Existence of a Council of Ministers resolution regarding the establishment, organization, and operation of AVI-CAMES • Number of scientific services provided to Research Institutions and governments
	Creation of a directory of CAMES-approved candidates to make their expertise available to member states	Availability of a directory (online and in print) of CAMES-accredited individuals and their areas of expertise
	Conducting regular impact studies on CAMES appointees	Availability of a three-year study on the impact of CAMES appointees in the states
	Establishment of a system for gathering feedback and a policy for institutional responses to the expectations of member states	• Availability of an annual report on the institutional expectations of states • Availability of reports on compliance with the institutional expectations of states
	Organization of conferences on major topics of interest to Africa's development	Number of annual conferences held on topics relevant to Africa's development
	Reprint, expanded edition, and translation of the book on the history of CAMES.	A new edition of the book on the history of CAMES has been published, updated, and translated into five languages.
OE 2.4 Strengthen and implement a culture of ethics and professional conduct within CAMES	Establishment of a system for updating and revising the CAMES Code of Ethics and Professional Conduct	Existence of a system for updating the CAMES Code of Ethics and Professional Conduct
	A Call for the Establishment of Ethics and Professional Conduct Commissions within Research Institutions	Number of initiatives to establish Ethics and Professional Conduct Commissions within Research Institutions
	Raising Awareness of Ethical Practices Among Research Institutions	Number of outreach activities aimed at promoting adoption of the CAMES Code of Ethics and Professional Conduct by IESRs

5.3 Priority Area 3 — Enhancing the Participation of African States in CAMES Activities

Strategic Priority Impact Indicator (IPI 3):

CAMES is experiencing significant growth and will become more representative of Africa, with increased participation from member states and the accession of new countries, by 2028.

Specific objectives	Activities	Activity Implementation Indicators
OE 3.1. Strengthen the effective and coordinated participation of the 19 member countries in CAMES' statutory Programs	Development of a comprehensive strategy to promote the effective participation of member countries in CAMES activities	Existence of a comprehensive strategy document that takes into account the specific characteristics of each country (languages, contributions, systems, etc.)
	Organization of outreach and advocacy missions to increase member countries' participation in CAMES activities	• Number of visits to countries with low participation • Number of mission reports available • Existence of a communication plan
	Co-organization of CAMES activities with countries that have limited participation in statutory activities	Number of activities co-organized in countries with limited participation
	Promoting solidarity and capacity building for countries with limited participation in CAMES's statutory Programs	• Number of capacity-building workshops organized • Number of beneficiaries of capacity-building programs
OE 3.2 Expand the CAMES region to include other African and Indian Ocean countries.	Organization of advocacy missions to non-CAMES member countries	• Number of countries visited • Number of mission reports • Number of new countries that have joined
	Proposal to the Council of Ministers for a resolution adopting French, English, Arabic, Portuguese, and Spanish as the official working languages of CAMES	Existence of a Resolution of the Council of Ministers adopting the working languages of CAMES
	Translation of assessment guidelines into the official languages—other than French—of CAMES member countries	Availability of assessment frameworks in the official languages of CAMES member countries
	Development of a directory of evaluators in the official languages of member countries other than French.	Existence of a directory of CAMES experts in official languages other than French

5.3 Priority Area 3 — Enhancing the Participation of African States in CAMES Activities

Specific objectives	Activities	Activity Implementation Indicators
OE 3.3. Expand the scope of CAME's scientific evaluations	Introduction of a mechanism for recognizing prior learning in CAMES evaluations	• Existence of a feasibility study on the implementation of the VAE in the CAMES region • Existence of a resolution by the Council of Ministers regarding the implementation of the VAE • Existence of a CAMES evaluation framework for the VAE
	Conducting a benchmarking study on best practices in the scientific evaluation of staff and Institutions	Existence of benchmarking
	Implementation of a CAMES ranking system for IESRs	• Existence of a classification system • Number of events organized • Existence of a ranking table



40th and 41st Sessions of the CAMES Council of Ministers

5.4 Priority Area 4 — Strengthening academic integration and mobility within the CAMES region

Strategic Priority Impact Indicator (IPI 4):

Higher Education and Research systems are being harmonized, and an academic mobility program will be in place throughout the CAMES region, by 2028.

Specific objectives	Activities	Activity Implementation Indicators
OE 4.1 Harmonizing curricula within the CAMES region	Organization of workshops to develop harmonized curricula and syllabi in CAMES member countries (in collaboration with REESAO and RESIRAC)	• Availability of workshop reports • Existence of harmonized curricula and syllabi
	Development of a harmonized competency framework for the various levels of education (Bachelor's, Master's, Doctorate)	Existence of a harmonized competency framework
OE 4.2 Harmonize the implementation of the Bachelor's-Master's-Doctorate (BMD) system within the CAMES region	Development of a Guide for Harmonizing Bachelor's, Master's, and Doctorate (BMD) Practices within the CAMES Region	• A report (book, in five languages) on the current status of the implementation of the Bachelor's-Master's-Doctorate (BMD) system within the CAMES region • Availability of a guide for harmonizing practices under the Bachelor's-Master's-Doctorate (BMD) system
	Organization of a workshop to share recommendations resulting from the assessment of the implementation of the BMD system within the CAMES region	• Number of participating countries • Number of participating higher Education Institutions • Availability of the workshop report
	Supporting the implementation of the Bachelor's-Master's-Doctorate (BMD) harmonization program in member states	• Number of countries supported; • Availability of expert mission reports • Proportion of higher Education Institutions that have adopted the bachelor's-master's-doctorate system
OE 4.3. Develop an academic mobility program within the CAMES region	Establishment of a program to support the mobility of students and staff in higher Education and Research	• Existence of a study on academic mobility within the CAMES region • Existence of a CAMES fund to support academic mobility • Number of beneficiaries of the academic mobility program
	Development of a strategy to harmonize higher Education and Research systems, with a view to academic integration and mobility	Existence of a harmonization strategy document for academic integration and mobility
	Networking of scholarly societies at IESRs within the CAMES region	• Regulatory documents governing the establishment of networks are available • Activity reports available
	Strengthening DICAMES to pool scientific resources and promote greater academic integration within the CAMES region	• Existence of the link to the platform • Percentage of IESRs sharing scientific resources

5.5 Priority Area 5 — Development and Promotion of Research and Innovation in the CAMES Region

Strategic Priority Impact Indicator (IPI 5) :

CAMES has an ambitious, government-backed Research strategy designed to drive socio-economic development in Africa by 2028.

Specific objectives	Activities	Activity Implementation Indicators
OE 5.1. Improving the harmonization of Research policies within the CAMES region	Establishment and launch of the CAMES DGRI/DRI Network (REDRIC)	• Existence of a decision by the Council of Ministers establishing REDRIC • Number of REDRIC meetings between now and 2028
	Development of an Ambitious Scientific Diplomacy Initiative by CAMES	• Existence of a resolution by the Council of Ministers regarding the adoption and implementation of the Yamoussoukro Appeal on the revitalization of Research by the Council of Ministers • Number of recommendations from the Yamoussoukro Appeal to be implemented by 2028
	An Overview of Research, Innovation, and Development in the CAMES Region	Availability of a report on the diagnostic study of the state of Research, Innovation, and Development in the CAMES region
	Development of a common policy and a comprehensive strategy for Research, Innovation, and Development at CAMES	Existence of a CAMES Comprehensive Research Strategy Document for 2024–2028
OE 5.2. Harmonize and revitalize the operations of Doctoral Schools within the CAMES region.	Overview of Doctoral Schools in the CAMES Region	• List of existing Doctoral Schools within the CAMES region • Report on the Operation of Existing Doctoral Schools in Light of CAMES Standards
	Establishment of the CAMES Doctoral School Councils (CEDoCs)	• Existence of a resolution by the Council of Ministers on the establishment of CEDoCs • Number of existing CEDoCs by 2028
	Establishment of a CAMES Center of Excellence for Research, Innovation, and Development (PRIDE) within each CEDoC	Number of existing PRIDE programs by 2028

5.5 Priority Area 5 — Development and Promotion of Research and Innovation in the CAMES Region

Specific objectives	Activities	Activity Implementation Indicators
OE 5.3. Restructuring and revitalizing CAMES Thematic Research Programs (PTRC)	Evaluation of the 12 PTRCs	Existence of a PTRC evaluation report
	Restructuring of the 12 PTRCs into 8 PT-RIDs in alignment with the priority areas of Research in Africa, the CEDoCs, and the CTSs of CAMES	Availability of the report from the workshop on the restructuring and revitalization of the PTRCs
	Revitalization, improvement of governance, and enhancement of the representativeness of the PTRCs	• Existence of a document on the organization and operation of the PT-RID • Decree establishing the PT-RID
	Revitalization of the CAMES Scientific Days (JSDC), in line with CAMES's new vision	Existence of a document outlining the revitalization of the JSDC
	Biennial organization of the JSDC	Number of JSDCs to be organized by 2028
OE 5.4. Enhancing the Socioeconomic Impact of Research Findings in the CAMES Region	Improving Patent Output in the CAMES Region	• Existence of a strategy to promote patents • Proportionate increase in the number of patents in the CAMES region by 2028
	Promoting the incubation of Research and Innovation projects and the creation of startups within the CAMES region	• Existence of a document promoting and funding project incubation and startup creation • Number of projects incubated and startups launched at the CAMES facility by 2028
	Encouraging the establishment of National Agencies for the Promotion of Innovation (ANVI) in member states	• Existence of a feasibility study on the creation of ANVIs • Existence of a resolution by the Council of Ministers on the establishment of the ANVIs • Number of ANVIs to be established by 2028
OS 5.5. Enhancing the quality and visibility of scientific journals within the CAMES region	Mapping of publishers and journals in the CAMES region	Availability of a directory of publishers and journals in the CAMES region
	Capacity Building for Publishers/Journals	Number of workshops/participants
	Launch of the CAMES Journal Indexing Database (CODEX Project)	Number of recognized and indexed journals
	Revitalization of CRUFAOCI's journals	Existence of a report on the evaluation and revitalization of RAMRES journals

5.5 Priority Area 5 — Development and Promotion of Research and Innovation in the CAMES Region

Specific objectives	Activities	Activity Implementation Indicators
OE 5.6. Restore and enhance CAMES data	Improvements to the restoration and digitization of the CAMES archives	Percentage of documents restored and/or digitized
	Establishment of an Observatory on Scientific Data in the CAMES Region (ODSC)	The ODSC's presence within AVI-CAMES
	Implement generative AI tools to analyze and leverage CAMES data	• Availability of the generative AI tool • Availability of statistics on higher Education and Research in the CAMES region (AVI-CAMES)
OE 5.7. Develop an ambitious strategy for funding Research and Innovation within the CAMES region	Advocacy efforts targeting African governments to ensure the implementation of Research funding commitments (Lagos Action Plan, Marrakesh Call, Yamoussoukro Call, etc.)	Number of funding commitments
	Developing a genuine partnership with the private sector to fund R&D&I in Africa	• Number of partnerships established with the private sector • Amount of funds allocated
	Development of a portfolio of strategic Research projects at the CAMES level (Research Programs within the PRIDEs)	Number of projects approved and funded
	Revitalization of the Macky Sall Research Award	• Report on the Workshop on Revitalizing the PMSR • Organic Text on the Organization and Operation of the Macky Sall Research Award
	Creation of a Virtual Research Marketplace (MAVI) at the CAMES level	• Existence of a MAVI feasibility study • Existence of MAVI • Number of MAVI memberships

5.6 Priority Area 6 — Development of partnerships and a sustainable funding strategy for CAMES

Strategic Priority Impact Indicator (IPI 6) :

CAMES has diversified and sustainable sources of funding, based on an ambitious business model and partnership.

Specific objectives	Activities	Activity Implementation Indicators
OE 6.1. Improve revenue collection	Development of a document outlining revenue collection procedures	Existence of a document outlining collection procedures
	A Call for member states to Establish a Fund to cover their contributions to the operation of CAMES	• Number of advocacy efforts made with member states • Number of countries that contributed to the creation of the fund
	Establishment of a schedule for clearing arrears, in consultation with the member states and member organizations that owe payments	Number of payment schedules
OE 6.2. Diversify funding sources	Development of a plan for mobilizing financial resources	Existence of a plan for mobilizing financial resources
	Organization of a roundtable discussion on PSDC funding	Percentage of resources mobilized from PTFs
	Raising capital through investments, acquisitions of shares, and equity stakes	• Number of investments made • Proportion of resources raised through investments
	Expansion of CAMES's service functions	• Existence of a document outlining the service function • Proportion of resources generated by service provision
OE 6.3. Launching the CAMES Foundation for Quality in Higher Education and Research	Organizing and revitalizing the CAMES alumni network (by field)	• Existence of a decree establishing and governing the network • Number of network members • Number of network executive commission meetings • Number of events organized by the network

Priority Area 6 — Development of partnerships and a sustainable funding strategy for CAMES

Specific objectives	Activities	Activity Implementation Indicators
OE 6.3. Launching the CAMES Foundation for Quality in Higher Education and Research	Development of a sponsorship plan centered on CAMES's activities and programs	• Existence of an approved sponsorship plan currently being implemented • Growth rate of funds raised
	Advocacy with states and regional organizations	• Existence of an approved advocacy document • Number of advocacy initiatives • Number of formal commitments obtained
	Promoting CAMES's products through the creation of an exhibition and sales space	Availability of exhibition/sales space
	Generating revenue through the creation of a recreational space (sports and dining)	Existence of the CAMES recreational area
OE 6.4. Strengthen partnerships with the private sector and regional and international Institutions.	Development of a partnership strategy document	• Existence of a report from the workshop that developed the strategy document • Existence of the strategy document
	Formalization and revitalization of the CAMES Network of Technical and/or Financial Partners	• Number of framework agreements signed • Number of implementation agreements signed • Number of active technical and/or financial partners
	Development of a sponsorship plan (sponsorship policy) for CAMES	• Availability of an approved sponsorship plan • Growth rate of funds raised
	Development of a CAMES project portfolio	• Number of strategic projects developed per year • Percentage of projects implemented out of the total number of projects developed each year
	Annual meeting with employer associations in the CAMES region	• Number of events organized • Number of federations that participated
	Calls for CAMES to be aligned with the Institutions of the United Nations and the African Union as the leading Institution for higher Education and Research in Africa	• Number of advocacy efforts with Institutions • Number of international Institutions with which CAMES is affiliated

5.7 Priority Area 7 — Strengthening CAMES's Communication and Public Relations

Strategic Priority Impact Indicator (IPI7):

CAMES has an effective and modern communication system that reaches all of its stakeholders and helps enhance its visibility, credibility, and significance for the development of member states.

Specific objectives	Activities	Activity Implementation Indicators
OE 7.1. Strengthen external communication	Development and implementation of a new external communications strategy, including crisis communications	• Existence of an approved and implemented communication strategy document • Number of informational and outreach meetings
	Development and rollout of a new visual identity for CAMES	• Existence of a document outlining the new visual identity, including branding for the promotion of the CAMES label • Number of communication materials produced under the new visual identity • Number of outreach meetings
	Design and printing of corporate and thematic communication materials	Number of communication materials designed and printed
	Development and implementation of a new editorial policy for CAMES	• A new editorial policy has been approved, based on the CAMES vision • Number of communication materials produced under the new editorial guidelines • Number of presentation meetings
	Preparation and distribution of the "Lundi CAMES " newsletter	Number of «Lundi CAMES» aired
	Redesign of the CAMES institutional website	• Launch of a new corporate website • Number of meetings to present the new website
	Development of multimedia communication initiatives	Number of multimedia communication initiatives
	Organization of press events	Number of press events organized

Priority Area 7 — Strengthening CAMES's Communication and Public Relations

Objetivos específicos	Actividades	Indicadores de ejecución de la actividad
OE 7.2. Strengthen public relations	Regular participation and advocacy at international forums	• Number of participations in international forums • Number of presentations at international forums
	Organizing symposia, conferences, and roundtables to introduce CAMES and showcase its expertise	• Number of events organized • Number of participants
	Design and production of gadgets	Number of gadgets designed and manufactured
	Revitalization of the RIRI Network	Number of network meetings organized
OE 7.3. Modernize and enhance the CID-CAMES	Development of a strategy to revitalize and promote the CID-CAMES	• Existence of a revitalization and promotion strategy document • Number of informational and outreach meetings
	Expanding the digitization and online availability of documentary resources	• Percentage of digitized and online resources • Number of online views
	Increasing visitor numbers at the Center	Center attendance rate
	Launch of a digital/online magazine on Innovations in the CAMES region	Number of issues of the magazine
OE 7.4. Strengthen internal communication	Development of an internal communication strategy	• Availability of an approved internal communication strategy document • Number of informational and outreach meetings
	Implementation of the internal communication plan	Number of internal communication activities carried out
	Restoration and Implementation of the Intranet	Monthly intranet usage rate
	Organizing internal activities to strengthen team cohesion and collaboration	Several activities organized to strengthen team cohesion and collaboration
	Development of a staff handbook	• Availability of the staff handbook • Percentage of staff members who have received the handbook



6- STRATEGY FOR IMPLEMENTING THE PSDC 2024–2028

A concrete Operational Activity Plan (OAP) accompanies this Strategic Plan to facilitate its phased implementation. It enables:

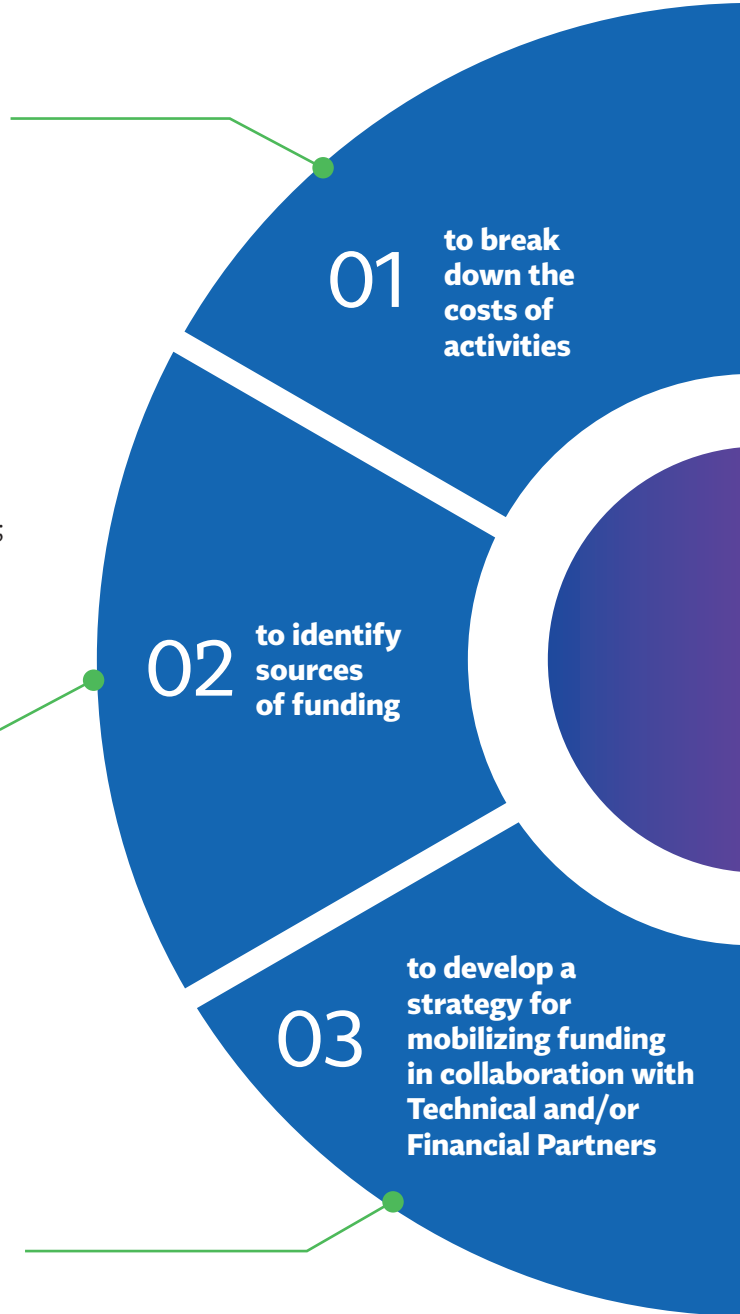
A detailed assessment of each activity in the plan was conducted to determine its specific budgetary requirements. This enables rigorous financial management and the efficient allocation of resources.

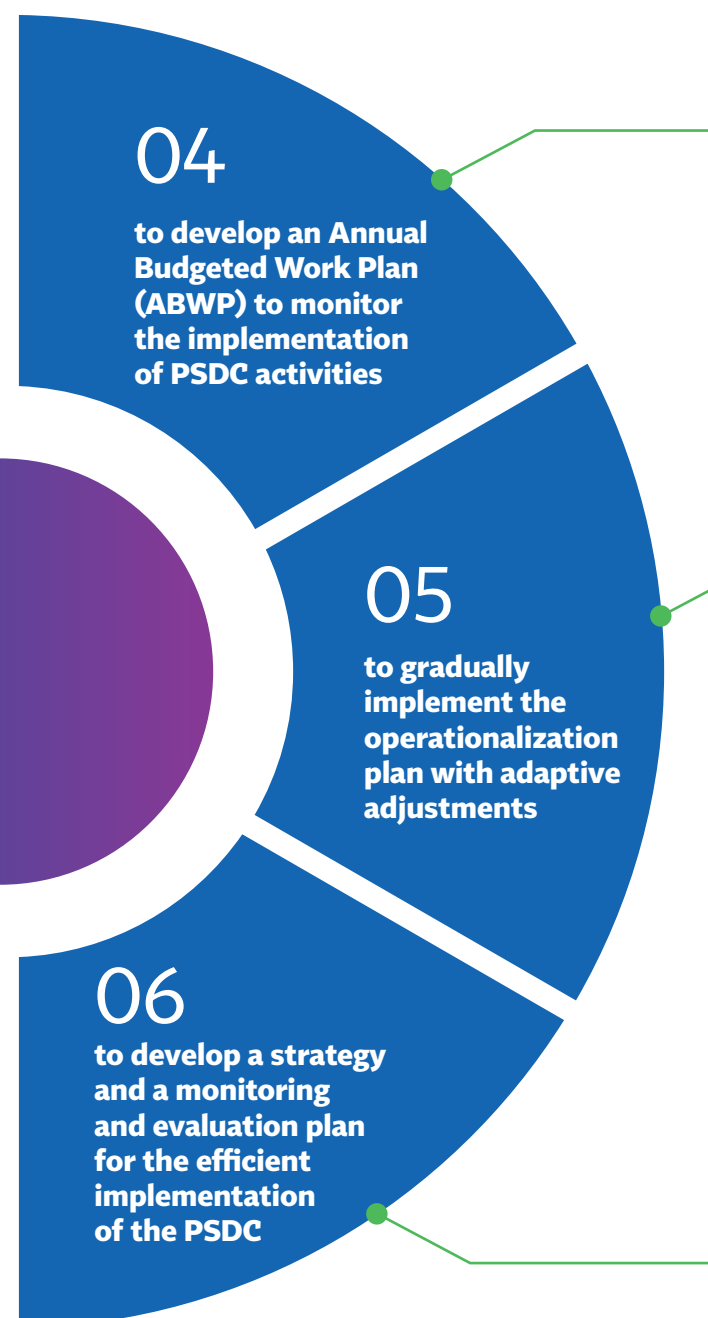
A multifaceted approach is being taken to explore various funding options, such as:

- contributions from member states;
- grants from partners;
- private funding mechanisms;
- and CAMES's own resources.

A collaborative approach is taken to develop a compelling fundraising strategy. This involves:

- preparing compelling funding proposals;
- negotiating strategic partnerships;
- aligning CAMES' interests and objectives with those of its partners to maximize funding opportunities.





04

to develop an Annual Budgeted Work Plan (ABWP) to monitor the implementation of PSDC activities

A detailed ABWP has been developed for the annual implementation of activities, describing :

- annual activities,
- the associated costs,
- the planned sources of funding.

This ABWP makes it possible to track and evaluate the annual progress of PSDC activities, which is presented to the Council of Ministers.

05

to gradually implement the operationalization plan with adaptive adjustments

The Action Plan is being implemented in phases, allowing:

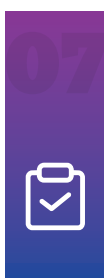
- ongoing adjustments based on feedback
- taking into account changes in contextual factors.

06

to develop a strategy and a monitoring and evaluation plan for the efficient implementation of the PSDC

A PSDC monitoring and evaluation team has been established.

A monitoring and evaluation plan has been developed to track the effectiveness of the PSDC's implementation through a rigorous analysis of the ABWPs.



7- CONCLUSION

This CAMES Strategic Development Plan (PSDC) serves as the roadmap and compass for implementing CAMES's ambitious vision for the 2024–2028 period.

It is based on an objective assessment of the Institution's current situation, the issues and challenges facing Higher Education and Research in Africa, and the expectations of all the Institution's stakeholders. This PSDC is accompanied by an Activity Operationalization Plan (AOP) to ensure its effective and efficient implementation, while allowing for the necessary adjustments to ensure its sustainability and ownership by all stakeholders in Higher Education and Scientific Research within the CAMES region.



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