

Curriculum Plan

Action Plan for Curriculum Development



Action Plan		Stage Zero		Setting an Action Plan for Curriculum Development					
Activity Number	Activity Title	Entity in Charge	Brief Description of Activity: Human, Material, and Financial Resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
0.1	Forming the Curricula Higher Committee	Minister of Education	*Members: Decision-makers from different sectors, levels, and/or ministries, *Functions: +Following up on the progress of the project and the outputs and/or products delivered gradually at each stage +Approving basic trends of the developed curricula, reference framework (both pedagogical and administrative), academic subjectmatter programs, assessment and examination system, and legal amendments to the official texts +Obtaining the required approvals and following the legal process in order to institutionalize the developed curricula +Providing advice and redirecting action where needed	Formation decision	January 2021	January 2021	*Taking appropriate and applicable decisions in accordance with the general policy of the Ministry and of Lebanon *Approving and adopting proposals (outputs of the committees' work) and working to institutionalize, legalize, and legitimize them by following up on the amendment of the necessary official texts *Closely following up on the expected development and directing it where necessary		
0.2	Forming the Committee for the Preliminary Action Plan for Curriculum Development	President of the Center for Educational Research and Development (CRDP)	*Members: Specialists in the field of education *Functions: Setting an action plan for curriculum development	Formation decision	January 2021	January 2021	Organizing the work and clarifying the functions of each committee and/or working group in order to achieve the project's objectives		
0.3	Setting the action plan	Committee for the Preliminary Action Plan for Curriculum Development	Setting an action plan for curriculum development	Action plan	January 2021	February 2021		Specialists in education and strategy development	
0.4	Endorsing the action plan	Curricula Higher Committee	Reviewing, discussing, and approving the submitted plan	Endorsement letter	February 2021	March 2021	Obtaining the approval of decision-makers to facilitate the achievement of the plan's objectives, as they are the project stakeholders		



Action Plan		Stage One		National Educational Trends					
Activity Number	Activity Title	Entity In Charge	Brief Description of Activity: Human, Material, and Financial resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
1.1	Forming the Curriculum Planning and Reference Framework Committee	President of the Center for Educational Research and Development (CRDP)	<p>*Members: +Actors in the field of education from various specializations covering all activities related to the project +Experts from various specializations: educational, scientific, psychological, statistical, administrative, supervisory, training, technical, legal... and/or people with extensive experience in the field of education</p> <p>* Functions: +Reviewing the preliminary action plan for curriculum development, following up and supervising the work +Implementing the action plan for curriculum development to achieve its goals in line with the Lebanese educational policy +Preparing the reference framework for curricula +Reviewing the outputs of the various committees +Ensuring communication between the Curricula Higher Committee and the committees working on the project to obtain approval of outputs +Endorsing the outputs of the committees</p>	Committee formation decision	February 2021	March 2021	<p>*The committee shall communicate with the Curricula Higher Committee on the one hand and the curriculum development committees on the other hand, in order to ensure harmony among all parties and consistency among all outputs *Setting the academic and administrative reference framework for curricula *Implementing the action plan for curriculum development *Providing the necessary scientific requirements to inform about, explain, and circulate developments and findings *Following up with the Advisory Committee to obtain the necessary approvals *Following up with the various committees to ensure the smooth functioning of work, carry out tasks, direct the committees when necessary, and approve their outputs *Submitting the outputs to the Curricula Higher Committee to obtain the necessary approvals after reviewing and adopting them</p>	Private sector, educational syndicates, local and international organizations, and other relevant ministries	
1.2	Forming the Educational Studies and Research Committee	President of the Center for Educational Research and Development (CRDP)	<p>*Members: +Specialists in educational research who can seek the help of researchers in various fields according to the intended study +Members of the Curriculum Planning and Reference Framework Committee</p> <p>*Functions: +Developing the committee's action plan, taking into account the studies mentioned in the action plan for curriculum development (studying the situation Situation Analysis, identifying Lebanon's needs, (Needs assessment- what type of needs? to meet the needs of the labor Market?...) pilot study of curricula...), identifying existing studies, and submitting other proposals which were not mentioned in the action plan for curriculum development</p> <p>+Conducting the required studies +Selecting specialists to conduct specific studies as needed +Drafting a report summarizing the findings of the study and proposing the necessary recommendations based on the subject of the study +Drafting a report on the needs of the Lebanese society and educational sector as well as a summary of international educational trends, and suggesting appropriate educational trends for the expected curricula and educational structure +Preparing a study on curriculum testing, analyzing feedback received from persons involved in implementation, and providing appropriate recommendations +Preparing a study on examinations, analyzing the data, and</p>	Formation decision	February 2021	March 2021	<p>* Taking appropriate decisions based on scientific and statistical data, which contributes to improving the quality of the proposed curricula since they take into account the Lebanese situation and its educational sector, public policies, educational policies, scientific developments, and the availability of human, material, and financial resources</p>		

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1.3	Setting an action plan for the intended studies	Educational Studies and Research Committee	<ul style="list-style-type: none"> *Compiling existing studies that should be reviewed and preparing a summary of findings related to curriculum development *Developing an action plan that includes the studies mentioned in the curriculum development plan and preparing a summary of existing studies and others that the committee deems important and necessary based on the stages, in order to improve work and formulate recommendations *Suggesting the profile or specifications of appropriate researchers *Establishing a mechanism for implementing the intended studies and identifying the target group for each study *Drafting the necessary reports and summaries 	Action plan	March 2021	April 2021	Organizing work and preparing studies in a timely manner to provide appropriate recommendations on time		Initiating meetings
1.4	Conducting a situational analysis study	Educational Studies and Research Committee	<ul style="list-style-type: none"> *Reviewing the existing studies on the Lebanese curricula issued by Decree 10227 and its appendices, the analytical reports resulting from the automated database of the 1997 curriculum, and any other study related to the Lebanese educational situation or previous relevant reports *Working to issue decisions assigning specialists *Conducting the studies set in accordance with the committee's action plan (the studies show what has been achieved by the 1997 curricula, foundations of assessment, obstacles to the proper application of curricula in various subject matters, results of national, international studies, and community studies, such as school dropout and others, and the impact on human capital) *Providing appropriate recommendations 	Study and its summary	March 2021	May 2021	<ul style="list-style-type: none"> *The study contributes to taking challenges into consideration during curriculum development as they may constitute an obstacle, which allows the committees to work in light of these challenges *Supporting the community study in reconsidering the investment in human capital to draw educational and assessment strategies and curriculum content, and to periodically propose standard studies to examine the impact of curricula in achieving the desired objectives and outputs at the national level *Investigating the situation and anticipating the future in terms of general development trends and building upon them *Providing stakeholders and decision-makers with the current structure and reviewing the branching and required educational material 	Representatives from private educational institutions and of some ministries which are concerned with developing society, economy, and others	Issuing a list of existing studies and another list of the intended studies, and developing procedural plans for reviewing existing studies and conducting other unavailable studies
1.5	Conducting a needs assessment study	Educational Studies and Research Committee	<ul style="list-style-type: none"> *Reviewing global educational scientific developments, global scientific trends, UNESCO's related plans (2030 Agenda for Sustainable Development), and outputs of workshops and studies carried out within the reference framework of curriculum update between 2015 and 2020 *Implementing the necessary workshops with the educational community, partners from various sectors (economic, environmental, etc.), and civil society organizations to determine the needs of the Lebanese community and arrange them according to the committee's priorities *Identifying the requirements of the labor market and the available specializations which correspond to it, determining the percentages of graduates that meet the labor market, providing the necessary recommendations in this regard, and preparing a summary thereof 	Study and its summary	April 2021	May 2021	<ul style="list-style-type: none"> *Adapting the proposal to the needs is one of the most important elements in the success of any desired development *Contributing to creating job opportunities for graduates and alleviating unemployment and immigration 	Representatives from private educational institutions and of some ministries which are concerned with developing society, economy, and others	Initiating the implementation phase of the procedural plans



1.6	Developing "General Curriculum Trends"	Educational Studies and Research Committee	<ul style="list-style-type: none"> *Reviewing the current educational structure according to the aforementioned and proposing appropriate modifications with justifications if necessary *Drafting a report that includes a summary of studies, proposal of educational trends and structures, and recommendations *Sharing and discussing the output with the Educational Planning Committee and agreeing on a final version 	Report	May 2021	July 2021	Providing credibility and pragmatism to achievable educational trends since they stem from modern and objective studies of the situation	Representatives from private educational institutions and of some ministries which are concerned with developing society, economy, and others	
1.7	Endorsing "General Curriculum Trends"	Curricula Higher Committee	<ul style="list-style-type: none"> *The Curricula Higher Committee shall review the report submitted by the Curriculum Planning and Reference Framework Committee *Discussing the report and adjusting as needed *Approving the final version 	Endorsement letter for curriculum foundations	August 2021	August 2021	Making the work binding on all parties after the decision-makers' approval		Submitting the foundations for curriculum development
1.8	Forming the Quality Assurance and Project Evaluation Committee	President of the Center for Educational Research and Development (CRDP)	<ul style="list-style-type: none"> *Members: +Specialists in education and in quality assurance and evaluation +Members of the Curriculum Planning and Committee *Functions: <ul style="list-style-type: none"> +Following up on implementation, taking the necessary measures to ensure the quality of the project's outputs and products, implementing the project with the required quality, and ensuring the horizontal and vertical cohesion of curricula +Establishing quality standards for the work of all committees in consultation with them +Developing the project evaluation mechanism and tools +Drafting periodic reports based on statistical data, data analysis, and necessary recommendations, and submitting them to the Curriculum Planning and Reference Framework Committee +Establishing mechanisms in case of an emergency (developing a model emergency plan or alternative plan) +Conducting the final evaluation of the project 	Formation decision	March 2021	April 2021	<ul style="list-style-type: none"> *Ensuring the consistency of work between the various committees and improving the quality of their outputs *Contributing to the progress of work in the best way according to the set plan *Providing accurate information on the progress of the project in a timely manner to overcome obstacles and make appropriate decisions, in order to ensure efficient project implementation and the achievement of the planned objectives at all levels *Performing SWOT analysis (strengths, weaknesses, opportunities, and threats) 		
1.9	Setting the action plan for the Quality Assurance and Project Evaluation Committee	Quality Assurance and Project Evaluation Committee	<ul style="list-style-type: none"> *Setting the committee's action plan to develop a clear vision about the follow-up mechanisms and tools, which will be distributed to the committees to ensure high quality of work and products *Carrying out all functions mentioned in the formation decision in accordance with the project plan and for curricula (measuring project performance follow-up, developing guides for indicators of performance follow-up at different levels, determining the mechanism for collecting data on periodic performance indicators, analyzing data results, drafting follow-up reports, issuing recommendations, and preparing intervention programs...) *Cooperating with the Curriculum Planning and Reference Framework Committee 	Action plan	April 2021	May 2021	Ensuring consistency in the committees' work in terms of adherence to the timeline, evaluation of results, communication, and presentation of results in the best way that allows for evaluation and accountability	An "Educational Assembly" that includes diverse members belonging to different sectors and social strata: educators, administrators, parents, teachers, learners, syndicates, civil associations, economists and environmentalists	Initiating the implementation phase of the procedural plans
1.10	Developing follow-up and evaluation tools and quality assurance standards	Quality Assurance and Project Evaluation Committee	<ul style="list-style-type: none"> *Developing tools and templates as mentioned in the committee's action plan *Following up on the implementation of activities *Endorsing outputs according to the quality standards of each committee and monitoring consistency within each committee and among the various committees 	Tools	July 2021	August 2021	<ul style="list-style-type: none"> *Transforming quality standards into practical usable tools *Facilitating follow-up work 		

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Action Plan		Curriculum Development: 1- Developing the Academic and Administrative/Pedagogical Aspects of the Reference Framework							
Activity Number	Activity Title	Entity In Charge	Brief Description of Activity: Human, Material, and Financial Resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
2.1	Developing the academic aspect of the reference framework	Curriculum Planning and Reference Framework Committee	<ul style="list-style-type: none"> * Developing the educational part of the reference framework in accordance with the general trends for curricula, so that it includes: <ul style="list-style-type: none"> +The educational and assessment approach +Core contents for all academic subject matters +General objectives and/or competencies (according to the approach) and/or basic skills +A guide to related pedagogical terms and pedagogical standards for endorsing the outputs of the proposed framework +A design (template) for developing curriculum +Determining the implementation mechanisms (one grade from each cycle or successive cycles...) +Determining the mechanisms for transitioning between tracks 	<ul style="list-style-type: none"> * A curriculum reference framework that adheres to the educational policy * Terminology guide * Design or scheme showing the mechanisms of transition between tracks 	May 2021	September 2021	<ul style="list-style-type: none"> * Setting a general pedagogical reference framework for planning, writing, and production * Determining the general trends of the curriculum components (general goals and objectives and/or competencies in accordance with the approach that will be adopted to ensure the intersection of subject matters and to determine instruction and assessment methods) and appendices (implementation mechanisms, textbook production, program development and design, definition of some terms...), which must be adhered to when preparing the programs for each academic subject matter 	UNESCO	Initiating meetings
2.2	Developing the administrative/ pedagogical aspect of the reference framework	Curriculum Planning and Administrative Framework Committee	<ul style="list-style-type: none"> * Establishing a national plan for the professional development of school principals, administrators, and educators * Developing a training curriculum for school principals, administrators, and educators * Developing a procedural plan to implement the standards of effective schools, academic accreditation, school welfare, social partnerships, and development of legislation related to school principals, administrators, and educators * Developing pedagogical assessment guides * Reviewing and/or drafting specifications of the school environment appropriate for the developed curricula (general trends and the pedagogical aspect of the framework) in all its components: <ul style="list-style-type: none"> +School building specifications +Required equipment and their specifications +Official administrative and financial texts (decrees, decisions, regulations...) +Tasks of the administrative body, coordinators, and workers in the school + Mechanisms for communicating with the local community and building the necessary partnerships 	A reference framework for school/educational administration that is in conformity with educational policies and is consistent with the pedagogical aspect of the academic framework and school evaluation guides	May 2021	September 2021	<ul style="list-style-type: none"> * Following up with the school and rehabilitating it logistically and administratively to ensure the successful implementation of the developed curricula, by providing the human and material resources required to improve the quality of teaching/learning at the school. The result would be providing a better school environment that ensures the protection, well-being, and flexibility of students in order to empower as many students as possible to achieve better academically and grow on both the personal and social levels. * Improving learning outcomes to reach the highest quality, which goes beyond providing the learner with literacy skills during school years * Training teachers to focus on improving the quality of learning, knowledge, skills, and behavioral patterns, which prepare the individual to keep pace with the times and adapt to changes 	Specialists in school administration and educational leadership, representatives of private schools, educational offices, and the Ministry of Education	Initiating meetings



2.3	Approval of the reference framework	Curricula Higher Committee	Reviewing the final version of the reference framework and adopting it by approving its content and issuing the appropriate official texts thereon	Endorsement letter	October 2021	October 2021	Confirmation of approval of the reference framework for curricula by decision-makers before going into its details and initiating the subsequent stages		Sending the reference framework to the Curricula Higher Committee
2.4	Setting the criteria for selecting members of the committees that will be formed during Stage 3	Curriculum Planning and Reference Framework Committee + specialists as needed	<ul style="list-style-type: none"> * Setting the criteria for the selection of committee members for Stages 3: writing, production, design... as well as the appropriate mechanism * Describing the functions of these committees * Hiring specialists according to the needs of each committee 	A guide that includes committees, criteria for selection of committee members, selection mechanism, and description of the functions of each committee	May 2021	May 2021	Setting the foundations for subsequent stages to develop work mechanisms for preparing the complementary requirements of the reference framework, as a means to save time and effort and to ensure the quality of work		
2.5	Forming one or more teams for the selection of committee members	President of the Center for Educational Research and Development (CRDP)	<ul style="list-style-type: none"> * Cooperation between the President of CRDP and the Curriculum Planning and Reference Framework Committee and/or specialists as needed to develop a work mechanism for selecting committee members in accordance with the mechanism mentioned in the guide * Preparing the necessary advertisements in that regard 	Formation of team(s) and/or publication of necessary advertisements	May 2021	June 2021	Facilitating the formation of committees in parallel and speeding up the selection process by establishing the mechanism		
2.6	Selecting committee members for Stage 3	Selection team(s)	Applying the agreed-upon selection mechanism	Lists of committee members	June 2021	July 2021	Setting the foundations for issuing appropriate decisions on committee formation, implementing the following stages, and assigning responsibilities		Forming teams for the selection of members



Action Plan		Stage Three		Setting Action Plans to Implement the Intended Development in Accordance with the Curriculum Framework					
Activity Number	Activity Title	Entity in Charge	Brief Description of Activity: Human, Material, and Financial Resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
3.1	Forming the Committee for Developing curriculum (curriculum of an academic subject matter)	President of the Center for Educational Research and Development (CRDP)	<ul style="list-style-type: none"> * Members: Pedagogical specialists and/or specialists in academic subject matters and members of the Curriculum Planning and Reference Framework Committee * Functions: <ul style="list-style-type: none"> +Developing an action plan +Setting the mechanism and criteria for selecting teams for developing curriculum for each subject matter +Producing a guide for developing academic subject matter programs +Developing the appropriate training material, in cooperation with the Training Committee, in order to train the teams developing curriculum +Following up on the work of the teams developing curriculum and ensuring the conformity of outputs (the program and its corresponding list of requirements) with the program development guide and with the reference framework for developed curricula +Developing a list/lists of program requirements in cooperation with each team +Regularly sharing the output with the Curriculum Planning and Framework Committee +Cooperating with the Quality Assurance and Project Evaluation Committee and the Logistics, Media, and Advertising Committee +Issuing the formation decision and the appropriate financial dues 	Formation decision and financial dues	July 2021	July 2021	Setting action plans for the development of curriculum in accordance with the reference framework for curricula, especially since there are many academic subject matters and committees. It is crucial to find an inclusive reference framework that is appropriate for all subjects and for the desired development in order to ensure horizontal cohesion in accordance with quality standards.		Issuing a list of names
3.2	Setting the action plan for the Committee for Developing curriculum	Committee for Developing curriculum	<ul style="list-style-type: none"> * Setting the committee's action plan, i.e. work mechanisms for: <ul style="list-style-type: none"> +Applying general trends and the reference framework for curricula to the programs of all academic subject matters +Following up on and endorsing the work of these committees +Carrying out all the functions mentioned in the formation decision and whatever the committee deems necessary for implementation 	Action plan	August 2021	August 2021	<ul style="list-style-type: none"> * Identifying the vision and goal * Identifying the mechanism for achieving this goal before the initiation of work * Identifying the operational activities for reaching the goal * Organizing work, adhering to deadlines, and facilitating follow-up 	UNICEF / experts in pedagogical planning and curricula	Initiating meetings
3.3	Producing a guide for developing curriculum	Committee for Developing curriculum	<ul style="list-style-type: none"> * Preparing a guide that practically describes the mechanism for curriculum development, criteria for selection of committee members, appropriate selection mechanisms, endorsement mechanisms, and forms verifying that committees are adhering to the form (template) and content during curriculum development * The Curriculum Planning and Reference Framework Committee shall discuss and amend the mechanism, if necessary, and agree upon it before circulation 	Reference guide for curriculum development	September 2021	September 2021	<ul style="list-style-type: none"> * Assisting in coordinating the horizontal work among committees in order to unify the template and ensure the quality and conformity of the content with the reference framework * Selecting members of program development committees according to uniform criteria * Following up on the work of the committees, ensuring their quality and consistency, and avoiding repetition 		Initiating meetings



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3.4	Preparing training material for the teams developing curriculum	Committee for Developing curriculum	<ul style="list-style-type: none"> * Preparing training material for the teams developing curriculum , in cooperation with the Training Committee and In accordance with the reference framework * Presenting the prepared material to the Curriculum Planning and Framework Committee to discuss and amend it, if necessary, and agree upon it 	Training course	September 2021	September 2021	<ul style="list-style-type: none"> * Unifying the discourse of team members and understanding the reference framework and the guide for curriculum development in order to develop programs that are coherent in form and aligned with the same goals and objectives 		Initiating meetings
3.5	Forming the Official Examination and School Assessment Committee	President of the Center for Educational Research and Development (CRDP)	<ul style="list-style-type: none"> * Members: Assessment and measurement specialists, pedagogical specialists in academic subject matters with experience in international and/or national tests and/or official examinations, and members of the Curriculum Planning and Reference Framework Committee * Functions: <ul style="list-style-type: none"> +Creating a committee action plan +Developing the assessment system for schools as well as school and national examinations and tests that correspond to the general trends and the reference framework for curricula, in cooperation with the Curriculum Planning and Framework Committee +Developing the appropriate training material, in cooperation with the Training Committee, to train the teams developing curriculum and the teams assessing models +Setting the mechanism and criteria for selecting teams for assessing subject matters (examinations and tests) for each academic subject matter +Developing a guide for preparing assessment models and report cards, calculating passing grades, and using the support system... +Following up on the work of teams developing curriculum and teams assessing subjects to ensure the outputs adhere to the guide +Regularly sharing outputs with the Curriculum Planning and Framework Committee +Cooperating with the Quality Assurance and Project Evaluation Committee and the Logistics, Media, and Advertising Committee +Issuing the formation decision and the appropriate financial dues 	Formation decision and financial dues	July 2021	August 2021	<ul style="list-style-type: none"> * Determining the seriousness and effectiveness of applying content and skills or competencies through the assessment system (as teachers often neglect the material that is not required to be assessed) * Consistency of the assessment with the desired educational approaches, especially that assessment is one of the components of the curriculum, and it must be completed for the required content. A system must be adopted to ensure the extent of consistency between the assessment mechanisms applied in schools and those applied in the official examinations and national tests. 		Issuing a list of names
3.6	Setting the action plan for the Official Examination and School Assessment Committee	Official Examination and School Assessment Committee	<ul style="list-style-type: none"> * Setting the committee's action plan * Proposing an assessment system that commensurates with the general trends and the reference framework for the developed curricula * Coordinating with the Curriculum Planning and Reference Framework Committee and the Committee for Developing curriculum and following up on the work of the committees in order to implement the proposals by developing guides for the desired models and carrying out all functions mentioned in the committee's formation decision and all other the necessary actions 	Action plan	September 2021	October 2021	<ul style="list-style-type: none"> * Identifying the committee's purpose and functions and unifying the understanding of its responsibility and task allocation * Organizing the committee's work and putting in place a mechanism for its implementation before initiation in order to save time and effort 		Initiating meetings

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3.7	Developing the assessment system for schools and national examinations and tests	Official Examination and School Assessment Committee	<ul style="list-style-type: none"> * Reviewing the analysis of gaps between school assessment mechanisms and official examinations and national tests, and proposing a school assessment mechanism in accordance with the reference framework for curricula and general trends * Developing school exams and tests, detailing the mechanism for grade calculation, and determining the appropriate tools for the proposed assessment system... * Developing the appropriate report card * Proposing national tests and their application mechanisms and justifications * Proposing mechanisms for implementing official examinations: levels, mechanisms... * Presenting the assessment system to the Curriculum Planning and Reference Framework Committee, discussing and amending it if necessary, and agreeing on the final form to be submitted to the Curricula Higher Committee 	Proposal for school assessment system	October 2021	March 2022	<ul style="list-style-type: none"> * It is crucial that the assessment takes into account the reference framework for curricula. * Unifying assessment standards and tools among the different academic subject matters in an implementable, effective, and reliable manner * Filling the gaps between assessment mechanisms applied in schools and those applied in the official examinations and national tests in order to comply with international assessment standards and prepare learners to sit for international exams and achieve better results 	Institutions and/or associations concerned with measurement and assessment	Initiating meetings
3.8	Developing an assessment guide	Official Examination and School Assessment Committee	<ul style="list-style-type: none"> * Setting standards for models of assessment tools in cooperation with the Quality Assurance and Project Evaluation Committee * Developing models appropriate for the previous proposals * Coordinating with the Committee for Developing Curriculum to standardize and amend mechanisms and ensure their compatibility with the academic subject matters * Agreeing on the specifications of the teams for assessing subject matters (or teams for developing curriculum) and setting the selection criteria and mechanisms (if any) in cooperation with the Committee for Developing Curriculum 	Assessment guide	February 2022	March 2022	<ul style="list-style-type: none"> * Assisting in coordinating the horizontal work between committees in order to unify the culture of assessment and the mechanism of its application * Ensuring the quality and conformity of the content with the reference framework * Following up on the work of the committees, ensuring its quality and consistency, and avoiding repetition 		
3.9	Preparing training material for teams developing assessment systems	Official Examination and School Assessment Committee	Preparing training material for the teams assessing academic subjects in cooperation with the Training Committee	Training course	April 2022	May 2022	Unifying the culture of assessment and the adopted assessment system		Initiating meetings
3.10	Developing assessment models	Official Examination and School Assessment Committee	<ul style="list-style-type: none"> * Preparing assessment models that are consistent with the approved assessment system according to each academic subject matter * Preparing appropriate examination models according to each academic subject 	Guides for academic subject matters	June 2022	July 2022	Promoting the culture of assessment that is adopted in curricula		Initiating meetings
3.11	Developing a guide for writing textbooks	Official Examination and School Assessment Committee and Committee for Developing Curriculum	Preparing a guide for writing textbooks according to the general directions, reference framework, and assessment system	Guide for writing textbooks	August 2022	September 2022	<ul style="list-style-type: none"> * Assisting in developing a book of specifications for outsourcing writing and production * Ensuring consistency between content and curricula 		



3.12	Forming the Continuing Training Committee	President of the Center for Educational Research and Development (CRDP)	<p>* Members: Training and training planning specialists</p> <p>* Functions:</p> <p>+Setting the committee's action plan</p> <p>+Cooperating with all committees to prepare the appropriate training material and training calendar</p> <p>+Training target groups from each committee</p> <p>+Employing a sufficient number of trainers to give the required training (training of trainers or meetings...) depending on the topic</p>	Formation decision and financial dues	March 2021	April 2021	* Contribution of the effective training in the adoption of change in the best way among the concerned persons, leading to the success of the development process		Issuing a list of names
3.13	Establishing a suitable work mechanism for the functions of the Continuing Training Committee	Continuing Training Committee	<p>*Setting an action plan to organize the training process and conduct training in a timely manner and in accordance with the Committee functions as stipulated in the formation decision, the Curriculum Development Project Action Plan, and the action plans of other committees involved in curriculum development</p> <p>*Selecting the facilitators that will take part in this task, as per the requirements of each training topic</p> <p>*Scheduling and implementing sessions and/or meetings</p>	Committee action plan	May 2021	June 2021	<p>*Planning and organization before implementation</p> <p>*Anticipating what is required and taking all necessary preparations before the day of training</p>		Initiating meetings
3.14	Training all committees on formulating work mechanisms	Continuing Training Committee	<p>*Preparing a training plan for all committees concerned</p> <p>*Preparing training material to clarify concepts and mechanisms for implementing the work, and that, in cooperation with the Curriculum Planning and Reference Framework Committee</p> <p>*Organizing workshops in this regard</p>	*Training material *Implementing the training	July 2021	July 2021	Ensuring a unified vision and harmonious work to achieve the specified goals and objectives		Training calendar
3.15	Forming the Education Administration Committee	President of the Center for Educational Research and Development (CRDP)	<p>*Members: School administration specialists and members of the Curriculum Planning and Reference Framework Committee</p> <p>*Functions:</p> <p>+Establishing an action plan to look into the administrative aspect of schools</p> <p>+Monitoring the administrative aspect of educational application/activities in accordance with the reference framework for developed curricula</p>	Formation decision and financial dues	August 2021	August 2021	Establishing an action plan for implementation of the administrative aspect of the reference framework for developed curricula		

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3.16	Establishing a suitable work mechanism for the functions of the Education Administration Committee	Education Administration Committee	<p>*Developing a national plan for the professional development of school principals as well as administrative and educational staff taking into account the administrative aspect of the reference framework for developed curricula, general trends in education; and on-the-ground reality, and that, after looking into existing work mechanisms and developing/improving them in accordance with the reference framework for developed curricula</p> <p>*Developing a training curriculum for school principals and administrative/educational staff</p> <p>*Improving and developing legislation, laws, and regulations in force related to school principals and administrative/educational staff, and that, in cooperation with the Legal Committee</p> <p>*Developing a procedural plan for implementing the updated standards/criteria for effective schools, academic accreditation, and school well-being and welfare</p> <p>*Developing a procedural plan for applying the reference framework for effective community partnership strategies</p> <p>*Preparing guides for evaluating professional performance and development within the school</p> <p>*Cooperating with committees involved in curriculum development</p>	Action plan	August 2021	September 2021	<p>*Monitoring the development of the school/educational administration in line with the updated curricula:</p> <ul style="list-style-type: none"> +Identifying needs and procuring the necessary human and material resources and equipment +Rehabilitating school buildings +Rehabilitating school gyms and playgrounds +Capacity building for school principals and administrative/educational staff +Ensuring school welfare and wellbeing +Achieving quality education through implementing the standards/criteria for effective schools and accreditation 	Faculty of Education/Pedagogy and UNESCO	
3.17	Execute work plan of committee	Education Administration Committee	<p>*Submitting proposals to the Curriculum Planning and Reference Framework Committee in order to discuss them and amend them (if necessary) to reach a satisfactory final version</p>		Oct-21	Jan-22			



Action Plan Activity Number	Stage Four		Curriculum Development: 2- Developing curriculum						
	Activity Title	Entity In Charge	Brief Description of the Activity: Human, Material, and Financial Resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
4.1	Selecting the members of teams developing curriculum	Committee for Developing Academic Programs	*Members: Educational/pedagogical specialists and/or specialists in the academic subject matters *Functions: Implementing the selection mechanisms adopted in stage three (announcing the qualifications of eligible specialists, submitting applications, selecting committee members)	List of names of committee members for each academic subject matter	April 2021	April 2021	*Selecting the most suitable and most qualified candidates to carry out the required tasks. This is considered key in putting the guidelines and framework into practice *Ensuring a fair and objective selection process *Providing recruitment opportunity for all interested and motivated candidates who meet application requirements and conditions		Interested specialists announce their candidacy
4.2	Forming the Committees for Developing curriculum	President of the Center for Educational Research and Development	*Members: Selected members from the Committee for Developing curriculum *Functions: Developing academic subject matter programs	Formation decision and financial dues	April 2021	May 2021	*Selecting the most suitable members to develop academic subject matter programs *Clarifying objectives and the implementation mechanism before initiating work		Submitting the lists to the President of the CRDP
4.3	Training the members of the teams developing curriculum	Continuing Training Committee	*Organizing workshops aiming to explain the foundations of the developed curricula and the reference framework for the academic aspect of the curricula as well as provide training on program development and the templates adopted in the Guide for the Committee for Developing Academic Programs, and that, in cooperation with the Curriculum Planning and Reference Framework Committee and the Committee for Developing curriculum	Implementation of the necessary workshops and training	June 2021	September 2021	Understanding the framework and foundations of the developed curricula allows for easier and consistent performance of tasks Promoting horizontal harmony and cohesion among committees Unifying program development processes and adopting unified standards for all academic subjects		Submitting the training schedule to the relevant entity
4.4	Preparing action plans for the teams developing curriculum	Teams developing curriculum	*The team responsible for each academic subject matter shall, within the specified time limits, prepare its own action plan in accordance with the standards elaborated in the Reference Guide for Developing curriculum taking into account the specificities of each academic subject matter. This action plan shall then be uploaded on the sharing platform. * The action plans shall include the periodic sharing of output among teams/individuals developing academic subject matter programs, the Committee for Developing curriculum, and/or the Curriculum Planning Committee (as needed). * The action plans shall include organizing the required workshops and/or meetings and shall specify the target group and objectives of each workshop/meeting (to share output, receive feedback, communicate, report, or identify needs...)	Action plans	August 2021	September 2021	*Ensuring the desired output is produced in accordance with deadlines and required standards *Organizing work and taking individual and collective responsibility for all tasks carried out *Ensuring clarity regarding the tasks and roles of every individual concerned		Initiating meetings

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4.5	Developing curriculum	Teams developing curriculum	<p>*Developing curriculum in accordance with the mechanism adopted in the plan</p> <p>*Identifying the components of the academic subject program: competencies, general objectives, content, methods of instruction, suitable assessment, and resources required for each grade</p> <p>*Sharing and discussing the developed programs with the Committee for Developing curriculum and the Curriculum Planning and Reference Framework Committee in order to approve the content</p> <p>*Revision and proofreading by the Proofreading Committee</p>	Academic subject programs	October 2021	July 2022	<p>*Ensuring the smooth vertical chronological sequence (flow) of the contents of the academic subjectmatter program and ensuring consistency within each subjectmatter</p> <p>*Drawing a clear picture of how the content, competencies, objectives, and assessment mechanism will develop and grow within the program developed for the academic subjectmatter</p>		Initiating meetings
4.6	Preparing models for teaching/learning units	Teams developing curriculum	<p>*Members of the teams developing curriculum shall prepare teaching/learning units for each academic subjectmatter and grade (the appropriate units, grade, and duration shall be determined at a later stage in collaboration with the Committee for Developing Academic Programs and the Curriculum Planning and Framework Committee).</p> <p>*Sharing and discussing the prepared units with the Committee for Developing curriculum and the Curriculum Planning and Reference Framework Committee in order to approve the content</p> <p>*Revision and proofreading by Proofreading Committee</p>	Scripts for models of teaching/learning units	August 2022	September 2022	<p>*Assisting the Textbook Writing Committees and providing them with models they can use in the drafting phase</p> <p>*Contributing to the process of pilot testing the curricula and receiving feedback</p>		
4.7	Producing unit models	Design and Production Committee	*The Design and Production Committee shall produce the models prepared by the teams developing curriculum and issue these models in accordance with the number of learners in the sample schools.	Models	August 2022	September 2022	Facilitating the process of pilot testing the curricula through transforming the scripts into clear and attractive booklets		
4.8	Identifying the supplies needed for curriculum	Committee for Developing Academic Programs	<p>*Determining the material supplies (if any) required for the programs of academic subjects, such as special laboratories or specific equipment..., establishing a list of the basic essential resources required to implement the program, discussing this list with Committee for Developing curriculum and issuing it</p> <p>*Determining administrative needs/supplies, making recommendations to amend what is already present, discussing these needs/recommendations with the Education Administration Committee, and issuing the lists</p>	Lists of supplies required, duly signed by the committees concerned	February 2023	February 2023	Procuring the supplies and technical equipment necessary for implementing the program, provided that there is no possibility to replace them with what is already present/provided		Submitting the lists to the relevant committees
4.9	Endorsing/Approving the developed curriculum	Curricula Higher Committee	<p>The Curriculum Planning and Reference Framework Committee shall submit all outputs for discussion (and modification if necessary)</p> <p>*Approving the developed programs</p>	Program approval/endorsement letter	August 2022	August 2022	Institutionalizing and disseminating the programs		Submitting the developed programs to the Curricula Higher Committee

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Action Plan	Stage Five		Pilot Testing the Curricula on a Sample of Schools						
Activity Number	Activity Title	Entity in Charge	Brief Description of the Activity: Human, Material, and Financial Resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
5.1	Setting the procedural plan for pilot testing the curricula	Educational Studies and Research Committee In cooperation with the Curriculum Planning and Reference Framework Committee	Setting the procedural plan for pilot testing the curricula, specifying time frames, levels, grades, and sections of the curricula that will be implemented and evaluated taking into account vertical and horizontal cohesion/harmony when selecting academic subject matters	Procedural plan	March 2022	May 2022	Conducting the pilot testing consistently in all sample schools and adjusting controllable variables and their impact on results	Representatives of administrative and academic bodies in the education sector	Draft procedural plan
5.2	Selecting the sample	Educational Studies and Research Committee	*Adopting scientific research criteria for selecting a representative sample of schools to implement the pilot phase and curricula *Adopting the implementation mechanism and the standards and criteria elaborated in the operational plan set by the Educational Studies and Research Committee	A representative sample of schools, selected and approved (participating schools should agree to participate as well)	June 2022	June 2022	Ensuring the adoption of scientific research criteria for selecting a representative sample of schools that would set the standards for transparency, trust in the process, and the ability to rely on the results of pilot testing to make generalizations regarding the whole of the school/education sector		Preparing a working draft of the criteria to be adopted of sampling
5.3	Preparing the training material	Training Committee and other committees involved in pilot testing	The Training Committee shall prepare training courses in cooperation with other committees involved in the pilot testing of curricula (Committee for Developing curriculum, Textbook Writing Committee, Official Examination and School Assessment Committee, Education Administration Committee...)	Training courses	June 2022	August 2022	*Providing training material in line with curriculum and the mechanism for preparing training courses adopted by the Center for Educational Research and Development *Unifying the material adopted by facilitators all over Lebanon *Carrying out all necessary preparations before implementing the training, and that, to ensure optimum productivity		Initiating meetings
5.4	Training the academic staff of selected schools	Training Committee	Training a sufficient number of facilitators that will provide training to all academic staff members in the schools selected within the sample	Performance-related tasks assigned to academic staff members of selected schools in line with evaluation/assessment criteria lists adopted in training courses	September 2022	September 2022	Ensuring the preparedness and readiness of academic staff to implement the new curriculum as well as the procurement of all supplies and requirements necessary to conduct the pilot test in order to guarantee reliable results		A calendar/schedule, issued by the Training and Development Office regarding training courses for academic staff members in selected schools
5.5	Train the admin staff of selected schools				September 2022	September 2022			
5.6	Preparing tools for follow-up and feedback	Educational Studies and Research Committee	Preparing tools for follow-up with academic and administrative staff to accompany them through implementation and in providing feedback to educational stakeholders, and that, in cooperation with the Training Committee	Tools for follow-up with both academic and administrative entities	June 2022	September 2022	The importance of these tools lies in obtaining objective feedback		



5.7	Training the personnel in charge of follow-up	Training Committee	Training a sufficient number of facilitators that will in turn provide training to the personnel in charge of follow-up	Implementing workshops	September 2022	September 2022	Forming and training a team capable of providing necessary timely assistance, receiving feedback, analyzing feedback, and taking appropriate decisions		A calendar/schedule for workshops issued by the CRDP
5.8	Holding workshops to engage stakeholders (educational partners)	Training Committee	Training a sufficient number of facilitators that will hold workshops for educational stakeholders: Private Schools Union, Teachers Syndicate, Teachers Associations...	Implementing workshops	December 2022	January 2023	Ensuring the dissemination of knowledge regarding the new curricula to educational partners to enhance their ability to carry out their roles efficiently and within a coordinated and harmonized system		A calendar/schedule for workshops issued by the CRDP
5.9	Pilot the new curriculum in selected schools	The Educational Studies and Research Committee and The Curriculum Planning and Reference Framework Committee	Teachers and administrative staff in selected schools shall implement the new curricula in the grades (classes) specified in the sample, provided that all implementation supplies and resources are procured	Presenting data related to the pilot testing of the updated curricula, and that, in accordance to the specified criteria/standards	October 2022	December 2022	Ensuring that the curricula speak to the reality of the school and classrooms and providing feedback regarding aligning the curricula with the reality of the school		Implementing the new curricula in teaching and learning activities in the selected schools
5.10	Following-up on the pilot implementation and gathering feedback	Educational Studies and Research Committee	Setting-up the necessary platforms and templates as per the conditions and standards for pilot testing the curricula and specifying data collection mechanisms and the roles of educational partners in providing/uploading data	Collecting the spreadsheets filled out by implementing partners	October 2022	December 2022	Providing highly reliable quantitative and qualitative scientific data that enables a thorough examination of the pilot phase and presents recommendations for further improving the curricula		Initiating the process of filling out tables and templates for data monitoring in accordance with the specified mechanisms and roles, and ensuring access of each relevant partner to their data spreadsheets
5.11	Develop pilot reports: Analyzing data regarding the pilot phase and taking the appropriate decisions	Educational Studies and Research Committee	Researchers shall, under the supervision of the Educational Research Bureau, analyze the quantitative and qualitative data resulting from the pilot phase and accordingly give recommendations regarding the implemented curricula	Analytical report of the pilot phase and recommendations provided based on feedback	November 2022	January 2023	Aligning the curricula with the reality of the school and classroom and activating the role and voice of the main actors in the educational process, namely teachers and learners.		Setting dates for conducting analytical sessions and providing data to analysts
5.12	Referring to the relevant committees to discuss recommendations/amendments or approve the proposed curricula	Educational Studies and Research Committee	Organizing workshops that engage all committees involved in the pilot phase in order to give recommendations and determine the implications of amendments on the curricula, and that in cooperation with the Educational Studies and Research Committee.	Implementing workshops	January 2023	January 2023	Modifying and improving the curricula based on feedback and recommendations (along with the related adjustments)		Determining the steps for modifying the implementation process and the implementing partners
5.13	Implementing the necessary adjustments, each committee as per its function and competencies	Relevant committees involved in curriculum development	Relevant committees shall carry out the approved adjustments and modifications, and the assigned committees shall follow-up this implementation	Modified and revised curricula as per the approved recommendations	February 2023	February 2023	Ensuring that the modifications and adjustments are carried out in conformity with the approved recommendations and decisions		Submitting the final version to the Curricula Higher Committee

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5.14	Preparing the official (legal) texts to formalize updated curricula	Legal Committee	Reviewing the official (legal) texts suitable for formalizing the updated curricula and submitting them to the Advisory Committee	Official (legal) texts	September 2022	February 2023	Ensuring an appropriate legal framework for proper implementation of the curricula		
5.15	Revise/endorse curriculum according to recommendations from pilots	Curricula Higher Committee	*Endorsing the modifications agreed upon by the Curriculum Planning and Reference Framework Committee and submitting them to the Curricula Higher Committee *Approval of the final version of the updated curricula by the Curricula Higher Committee	Decision to endorse/approve the updated curricula in Lebanon	February 2023	February 2023	Issuing the new updated curricula in Lebanon (the final version incorporating all amendments as per the approved recommendations and feedback)		Preparing the finalized version (to be published) of the curricula and all relevant resources
5.16	Issuing the decisions and decrees required for implementing the updated curricula	Minister of Education and Higher Education	Issuing the necessary legal and institutional texts to support the implementation of the new curricula	Issuing official texts (laws, decrees, decisions...) that support the implementation and institutionalization of the updated curricula	February 2023	February 2023	Ensuring the appropriate legal and institutional framework and structure for proper implementation of the curricula		Drafting legal texts and scheduling sessions for discussing and approving these texts

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Action Plan	Stage Eight	Follow-Up and Project Evaluation							
Activity Number	Activity Title	Entity in Charge	Brief Description of the Activity: Human, Material, and Financial Resources	Output/Product	Start Date	End Date	Activity Reasons, Rationales, and Importance to the Project	Potential Partners	Indicators of Activity Initiation
6.1	Preparing evaluation reports		<ul style="list-style-type: none"> *Implementing periodic following-up and evaluation of work *Preparing the necessary progress reports: <ul style="list-style-type: none"> +First progress report after setting the reference framework for developed curricula +Second progress report after developing the curriculum +Third progress report after the pilot testing phase +Fourth progress report at the end of the project (this report includes future plans for curriculum development) *Submitting reports to the Curriculum Planning and Reference Framework Committee which in turn sends the report to the Advisory Committee 	Submitting the four reports on time	December 2021, August 2022, February 2023		<ul style="list-style-type: none"> *Improving performance and the pace of project implementation as to achieve the desired outcomes *Applying the principle of accountability *Following-up on progress in each stage *Identifying and analyzing any deviations and assessing achievements in accordance with the action plan and indicators 	International organizations and externally-funded projects	Distributing forms and/or questionnaires
6.2	Formation of the External Evaluation Committee	Parties/Actors financing the project	<ul style="list-style-type: none"> *Members capable of evaluating the project to verify that its outputs and results are realistic and that financial resources are appropriately allocated *Collecting, classifying, documenting and analyzing information *Reaching positive and negative conclusions *Drafting the report 	Announcing the formation of the Committee	According to funding/donor		<ul style="list-style-type: none"> *Examining project results and the impact of the project on the education sector in terms of human resources, infrastructure and capacity building, as well as on partnerships civil society and academic institutions *Examining the financial feasibility and justifications (budget and costs of activities) *Checking project sustainability *Setting steps for follow-up and continuous curriculum development in the future 		
6.3	Establishing a reference framework for evaluating whether the project objectives were met or not	External Evaluation Committee	<ul style="list-style-type: none"> *The evaluation framework shall incorporate all stages of the project from planning to implementation and follow-up, and that, in order to assess whether the project objectives and targets were met or not *Assessing both project achievements and shortcomings *Specifying the aspects to be evaluated and determining evaluation objectives *Conducting periodic evaluation in the middle and end of the project, and/or after a specific period of time following the end of the project, in order to measure/assess the impact of the project *Announcing and disseminating the framework to stakeholders at the beginning of the project 	Sharing the framework with the Curriculum Development Project Team	According to donor regulations		<ul style="list-style-type: none"> *Assessing effort, effectiveness, and quality *Measuring the medium and long-term impact of the project *External objective examination of project feasibility and sustainability 		
6.4	Implementing the evaluation		<ul style="list-style-type: none"> *Implementing what is stipulated in the reference framework *Drafting the necessary reports *Sharing project-related reports 	Submitting the reports on time	According to donor regulations		Periodic reporting helps set the course for work and ensure quality of outputs and transparency		

Signatures

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Georges Nohra

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Date

26/03/2021

Approved
Minister of Education
and Higher Education

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Tarek Mujzoub