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Report No: RES26666

RESTRUCTURING PAPER

ON A

PROPOSED PROJECT RESTRUCTURING  
OF  
STRENGTHENING ACCOUNTABILITY FOR IMPROVED EDUCATION  
SERVICES IN JORDAN PROJECT  
GRANT

Approved May 7, 2015

TO THE

HASHEMITE KINGDOM OF JORDAN

December 28, 2016

EDUCATION GLOBAL PRACTICE  
MIDDLE EAST AND NORTH AFRICA

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## ABBREVIATIONS AND ACRONYMS

DCU	Development Coordination Unit
DSIB	Dubai School Inspection Bureau
EQUA	Education Quality and Accountability Unit
MOE	Ministry of Education
SICI	Standing International Conference of National and Regional Inspectorates of Education

Regional Vice President:	Hafez Ghanem
Country Director:	Ferid Belhaj
Senior Global Practice Director:	Amit Dar
Practice Manager/Manager:	Safaa El Tayeb El-Kogali
Task Team Leader:	Samira Halabi

JORDAN

Strengthening Accountability for Improved Education Services

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## DATA SHEET

*Jordan*

*Strengthening Accountability for Improved Education Services (P154047)*

*MIDDLE EAST AND NORTH AFRICA*

*Education*

Report No: RES26666

<b>Basic Information</b>									
Project ID:	P154047	Lending Instrument:	Investment Project Financing						
Regional Vice President:	Hafez M. H. Ghanem	Original EA Category:	Not Required (C)						
Country Director:	Ferid Belhaj	Current EA Category:	Not Required (C)						
Senior Global Practice Director:	Amit Dar	Original Approval Date:	07-May-2015						
Practice Manager/Manager:	Safaa El Tayeb El-Kogali	Current Closing Date:	31-Dec-2016						
Team Leader(s):	Samira Halabi								
Borrower:	Ministry Of Planning and International Cooperation (MOPIC)								
Responsible Agency:	Ministry of Education								
<b>Restructuring Type</b>									
Decision Authority:	CD Decision								
Restructuring Level:	Level 2								
<b>Financing ( as of 08-May-2016 )</b>									
Key Dates									
Project	TF	Status	Approval Date	Signing Date	Effectiveness Date	Original Closing Date	Revised Closing Date		
P154047	TF-A0198	Effective	23-Jun-2015	23-Jun-2015	23-Jun-2015	31-Dec-2016	31-Dec-2016		
Disbursements (in Millions)									
Project	TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P154047	TF-A0198	Effective	USD	0.59	0.59	0.00	0.15	0.44	26
<b>Policy Waivers</b>									
Does the project depart from the CPF in content or in other significant respects?						Yes [ ]	No [ X ]		

Does the project require any policy waiver(s)?	Yes [ ]	No [ X ]
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### A. Summary of Proposed Changes

The proposed restructuring is to extend the closing date of Grant No. TF0A0198 by 6 months to June 30, 2017. This is the first extension of the project and is in response to a Government request letter dated November 1, 2016. The request was for a one year extension, but the closing date for the main trust fund in September 2017 precludes a one year extension. The closing date extension does not entail any change in the scope or nature of projects activities, change in implementation arrangements, or any other amendment to the Grant Agreement. There are no changes to the PDO nor to the Results Framework. The PDO is to improve governance of the education sector through the establishment of an accountability and quality assurance mechanism that will incentivize stakeholders in the system to improve learning in Jordan's public schools. The performance of the Borrower is moderately unsatisfactory due to low disbursements that are expected to increase in the first quarter of 2017. The Bank and the Recipient have agreed on actions that will be undertaken by the Recipient to complete the project. There are no outstanding audits for the grant.

Change in Implementing Agency	Yes [ ]	No [ X ]
Change in Project's Development Objectives	Yes [ ]	No [ X ]
Change in Results Framework	Yes [ ]	No [ X ]
Change in Safeguard Policies Triggered	Yes [ ]	No [ X ]
Change of EA category	Yes [ ]	No [ X ]
Other Changes to Safeguards	Yes [ ]	No [ X ]
Change in Legal Covenants	Yes [ ]	No [ X ]
Change in Loan Closing Date(s)	Yes [ X ]	No [ ]
Cancellations Proposed	Yes [ ]	No [ X ]
Change to Financing Plan	Yes [ ]	No [ X ]
Change in Disbursement Arrangements	Yes [ ]	No [ X ]
Reallocation between Disbursement Categories	Yes [ ]	No [ X ]
Change in Disbursement Estimates	Yes [ ]	No [ X ]
Change to Components and Cost	Yes [ ]	No [ X ]
Change in Institutional Arrangements	Yes [ ]	No [ X ]
Change in Financial Management	Yes [ ]	No [ X ]
Change in Procurement	Yes [ ]	No [ X ]
Change in Implementation Schedule	Yes [ X ]	No [ ]
Other Change(s)	Yes [ ]	No [ X ]

### B. Project Status

The project has achieved important results since the grant agreement was signed on June 23, 2015, including the legal establishment of the Education Quality and Accountability Unit, the development of accountability standards, the continuing process of developing robust and reliable assessment and reporting procedures, the implementation of a system for training assessors, training 56 assessors, the appointment of a Chief Assessor and Head of the Unit, progress on the administrative infrastructure of the Unit, the commencement of the English language training, and finally, the production of the first draft of the Education Quality and Accountability Manual covering all aspects of the key areas of functioning of the

Unit. The project objectives continue to be achievable. Despite progress on technical and capacity building components, the overall pace of disbursements has been slower than originally anticipated due to several factors: 1) the absence of a full-time head for the Unit between February and August 2016, and 2) lengthy internal procurement processes at the Ministry of Education, and 3) the absence of an experienced financial officer at the Development Coordination Unit (DCU). One major bottleneck concerning the new Unit's leadership has been cleared with the August 2016 appointment of a full-time head for the Unit. Other issues related to procurement processes and disbursements are being addressed through close implementation support. Commitments as of December 2016 were 53% and are expected to increase.

#### Project Progress by Component:

##### Component 1: Establishment of the Education Quality and Accountability Unit (EQUA)

The goal of this component is to support the establishment of the EQUA, including through the acquisition of goods such as office equipment and information technology hardware and software. Legislation establishing the EQUA was approved by the Cabinet in December 2015, ensuring the sustainability of the Unit's function as part of the Ministry's structure. The EQUA has been allocated adequate office space within the Ministry, and technological equipment, furniture, and vehicles necessary for its normal functioning are at various stages in the procurement process. The procurement process in general was delayed due to lengthy internal processes at the Ministry of Education that may have occurred due to unclear specifications or unnecessary retendering of bids. The Bank team has worked closely with the DCU on reviewing the procurement plan to ensure that future delays are avoided. The pace of the procurement of goods is expected to increase.

##### Component 2: Capacity Building for the EQUA

Central to the project strategy was the goal of building the capacity within the Unit to develop as a learning organization in its own right. There are indications that this strategy is beginning to bear fruit. The Unit can now recruit and train its own assessors to international standards without necessary recourse to external support. This should be recognized as a major achievement. The number of trained and appointed Assessors continues.

- Cohort 1 resulted in an initial appointment of 13 assessors.
- Cohort 2 resulted in another 13 assessors.
- Cohort 3 is presently in training and is expected to make around 30 successful appointments.

This pace result in approximately 56 Assessors trained and appointed to the Unit by the end of 2016, or 70 percent of the target of 80 assessors. The appointed assessors are already engaged in the process of school assessment and producing school reports. The first batch of school reports have been positively received by the Minister. The project is likely to exceed its target if the current pace of capacity building continues.

##### Component 3: Knowledge Exchange

The goal of the knowledge exchange is to allow the assessors to establish links with and learn from similar international bodies, with the expectation that this exposure and knowledge will be shared internally within the EQUA. The EQUA has made connections with SICI, the Standing International Conference of National and Regional Inspectorates of Education, and although membership in this organization is limited to inspectorates in Europe, the Jordanian delegation will attend two SICI workshops in March and May 2017. In addition, links have also been made with the Dubai School Inspection Bureau (DSIB), and a learning

exchange in Dubai is being planned for May 2017. Selected participants are expected to produce results stories and to share their experience with the wider team.

**Component 4: Communications for Advocacy and Awareness**

The goal of this component is to carry out a program of activities to build stakeholders' awareness of the EQAU and its goals through various communications approaches, including high-level meetings and workshops for Ministry of Education staff at the center and in the regional offices and for the general public. The EQAU has developed an operational plan for their communications strategy. Some elements of the plan have already been implemented, such as the production and distribution of an informational notice sent to all Field Directorates. Other activities, such as the development of a website, have been partially completed. Pending activities include convening regional meetings at the field directorate level, publishing school reports, and formally launching the EQAU.

**C. Proposed Changes**

The proposed change is to extend the grant closing date by 6 months from December 30, 2016, to June 30, 2017. The closing date extension has been requested by the government and is necessary to give the project sufficient time to complete the activities and reach the targets agreed upon in the grant agreement.

**Development Objectives/Results**

**Project Development Objectives**

Original PDO

The PDO is to improve governance of the education sector through the establishment of an accountability and quality assurance mechanism that will incentivize stakeholders in the system to improve learning in Jordan's public schools.

**Change in Project's Development Objectives**

**Financing**

**Change in Loan Closing Date(s)**

Explanation:

The proposed change is to extend the grant closing date by 6 months from December 30, 2016, to June 30, 2017. The closing date extension has been requested by the government and is necessary to give the project sufficient time to complete the activities and reach the targets agreed upon in the grant agreement.

<b>TF</b>	<b>Status</b>	<b>Original Closing Date</b>	<b>Current Closing Date</b>	<b>Proposed Closing Date</b>	<b>Previous Closing Date(s)</b>	<b>Proposed Application Deadline Date</b>
TF-A0198	Effective	31-Dec-2016	31-Dec-2016	30-Jun-2017	31-Dec-2016	30-Oct-2017

**Other Change(s)**

**Change in Implementation Schedule**

Explanation:

The overall pace of disbursements has been slower than originally anticipated due to several factors: 1) the absence of a full-time head for the Unit between February and August 2016, and 2) lengthy internal procurement processes at the Ministry of Education, and 3) the absence of an experienced financial officer



at the Development Coordination Unit.

The remaining activities will be conducted according to the following schedule:

**Component 1: Establishment of the Education Quality and Accountability Unit**

Procurement of goods will take place according to a revised procurement and disbursement plan submitted by the MOE.

**Component 2: Capacity Building for the EQAU**

Cohort 4 training to commence in January 2017. Final selection of assessors to be completed by March 2017.

**Component 3: Knowledge Exchange**

Knowledge exchanges will be held in March and May 2017.

**Component 4: Communications for Advocacy and Awareness**

Communications activities will take place through January - June 2017.

Project Name:	Strengthening Accountability for Improved Education Services in Jordan (P154047)	Project Stage:	Restructuring	Status:	DRAFT
Team Leader(s):	Samira Halabi	Requesting Unit:	MNC02	Created by:	Samira Halabi on 23-Dec-2016
Product Line:	Recipient Executed Activities	Responsible Unit:	GED05	Modified by:	Samira Halabi on 28-Dec-2016
Country:	Jordan	Approval FY:	2015		
Region:	MIDDLE EAST AND NORTH AFRICA	Lending Instrument:	Investment Project Financing		

### Project Development Objectives

Original Project Development Objective:

The PDO is to improve governance of the education sector through the establishment of an accountability and quality assurance mechanism that will incentivize stakeholders in the system to improve learning in Jordan's public schools.

### Results

Core sector indicators are considered: Yes

Results reporting level: Project Level

### Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Actual(Current)	End Target
Accountability and evaluation function/unit is established within the Ministry of Education	<input type="checkbox"/>	Yes/No	Value	No	Yes	Yes
			Date	26-Jun-2015	06-Dec-2015	12-Jun-2016
			Comment			
Increased knowledge and skills of implementation of quality assurance systems among key MoE staff	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	26-Jun-2015		30-Dec-2016
			Comment			

**Intermediate Results Indicators**

Indicator Name	Core	Unit of Measure		Baseline	Actual(Current)	End Target
Accountability standards are developed and publicly disseminated	<input type="checkbox"/>	Yes/No	Value	No	Yes	Yes
			Date	23-Jun-2015		30-Dec-2016
			Comment			
Improved capacity among trainees to perform evaluation roles	<input type="checkbox"/>	Number	Value	0.00	56.00	80.00
			Date	23-Jun-2015		30-Dec-2016
			Comment			
Increased awareness of new accountability structure in the education sector	<input type="checkbox"/>	Yes/No	Value	No	No	Yes
			Date	26-Jun-2015		30-Dec-2016
			Comment			