

TECHNICAL ASSISTANCE COMPLETION REPORT

TA No. and Name: 2872-KAZ: Management at Central and Local Levels			Amount Approved: \$600,000	
			Revised Amount: -	
Executing Agency: Ministry of Education and Science ¹		Source of Funding: JSF	TA Amount Undisbursed \$31,783	TA Amount Utilized \$568,217
Date			Closing Date	
Approval 24 Sep 1997	Signing 8 Jan 1998	Fielding of Consultants 2 Feb 1998	Original 31 Jul 1999	Actual 31 Mar 2000
Description <p>The Technical Assistance (TA) was approved with the loan for the Basic Education Project (the Project). The TA was intended to support to the Ministry of Education and Science (MOES) and the education system in key areas and complement the activities of the Project.</p> <p>Objectives and Scope</p> <p>The objective of the TA was to strengthen the institutional capabilities of MOES and the basic education system. Specifically, the TA aimed to support MOES and the oblast Departments of Education (DOEs) in (i) planning and implementing the rationalization of educational institutions and staffing policies; (ii) strengthening policy formulation and development capabilities; (iii) decentralizing education management; (iv) strengthening management development programs and the Educational Management Information System (EMIS) in MOES and oblasts; (v) curriculum reform and development; and (vi) strengthening textbook development capabilities. The TA activities were intended to complement the rationalization program, policy reforms, and strengthening of basic education programs and institutions supported by the Project. The TA was to provide 16 person-months (pm) of international consulting services and 36 pm of domestic consulting services, covering (i) education planning, organization, and rationalization (5 pm international and 12 pm domestic) and (ii) basic education curriculum development (4 pm international and 8 pm domestic). The TA also supported an external visit for three key MOES and oblast staff (accompanied by an interpreter) to study rationalization of the education system.</p> <p>Evaluation of Inputs</p> <p>MOES was the Executing Agency (EA) for the TA. A team of consultants provided 16.25 pm of international and 36 pm of domestic expertise, as originally envisaged. The consultants were fielded on schedule, and the services provided by the consultant team leader and team members were satisfactory. The terms of reference of the consultants were well formulated and relevant. The implementation of the TA focused on different aspects of the education system and was, therefore, divided into four components: (i) education planning, organization and rationalization; (ii) management development and EMIS; (iii) curriculum development; and (iv) textbook development.</p> <p>Evaluation of Outputs</p> <p>The consultants prepared inception, technical, draft final and final reports. The TA also produced reports on educational planning, organization and rationalization; EMIS; curriculum development; and textbook development. The findings and recommendations by the consultants were satisfactory, and the reports were well written and of a high technical standard. In addition, the consultants prepared a comprehensive report entitled "Achieving Educational Excellence" that synthesized the conclusions and policy recommendations and provided a broad framework for education sector reform. It included a final rationalization plan for basic education to meet the Government's commitment in the Loan Agreement. The reports produced by the consultant team addressed the key issues facing the basic education system, proposed appropriate and creative solutions that can be implemented, and were well received by MOES. A study tour in Finland and England was conducted to familiarize three officials from MOES with education administration issues at the national, regional and local levels, and to visit schools and educational institutions.</p>				

¹ The Ministry of Education and Science was called the Ministry of Education and Culture at the time of TA implementation.

The TA accomplished its major objectives by (i) developing a rationalization plan to improve the efficient use of resources and deliver basic education more effectively; (ii) identifying training needs and the steps required to proceed towards a decentralized system; (iii) supporting the development of the EMIS; (iii) supporting curriculum reform, including preparation of a model curriculum using an integrated system of development; and (iv) familiarizing curriculum developers with new curriculum concepts. MOES staff worked closely with the TA team on the following issues: (i) development of a regulatory framework; (ii) preschool education; (iii) textbooks for Grades 5-9; (iv) quality improvement initiatives; (v) problems of small schools; and (vi) improvement of teacher qualifications.

Overall Assessment and Rating

The TA addressed the Government's needs and accomplished its objectives. Implementation went as scheduled, all envisaged activities were completed, and all planned outputs produced. TA outcomes supported and complemented the Project. The TA helped MOES develop the rationalization plan required by the Project, including comprehensive action plans for the rationalization of facilities, staff, and delivery of education programs. The TA is rated as successful.

Major Lessons Learned

A major lesson learned was the importance of a supportive EA and cooperation among various stakeholders from the beginning of implementation. Good relationships ensured smooth implementation of the TA and excellent teamwork between the EA and the consultants.

Recommendations and Follow-Up Actions

The TA supported the MOES in key areas of reform and complemented the Project. Policy reforms supported by the TA, including financial arrangements and decentralization, are being followed up by the ongoing TAs for Social Sector Expenditure Review² and Education Sector Development Strategy.³ MOES has made some progress in curriculum reform and textbook development, but it needs to continue this process. MOES needs to take further measures to refine and decentralize EMIS.

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² ADB. 2002. *Technical Assistance to Kazakhstan for Social Sector Expenditure Review*. Manila.

³ ADB. 2002. *Technical Assistance to Kazakhstan for Education Sector Development Strategy*. Manila.