



PISA: Ukraine 2018

Capacity Needs Assessment and Capacity Building Planning

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PISA Planning Process

Capacity Needs Assessment



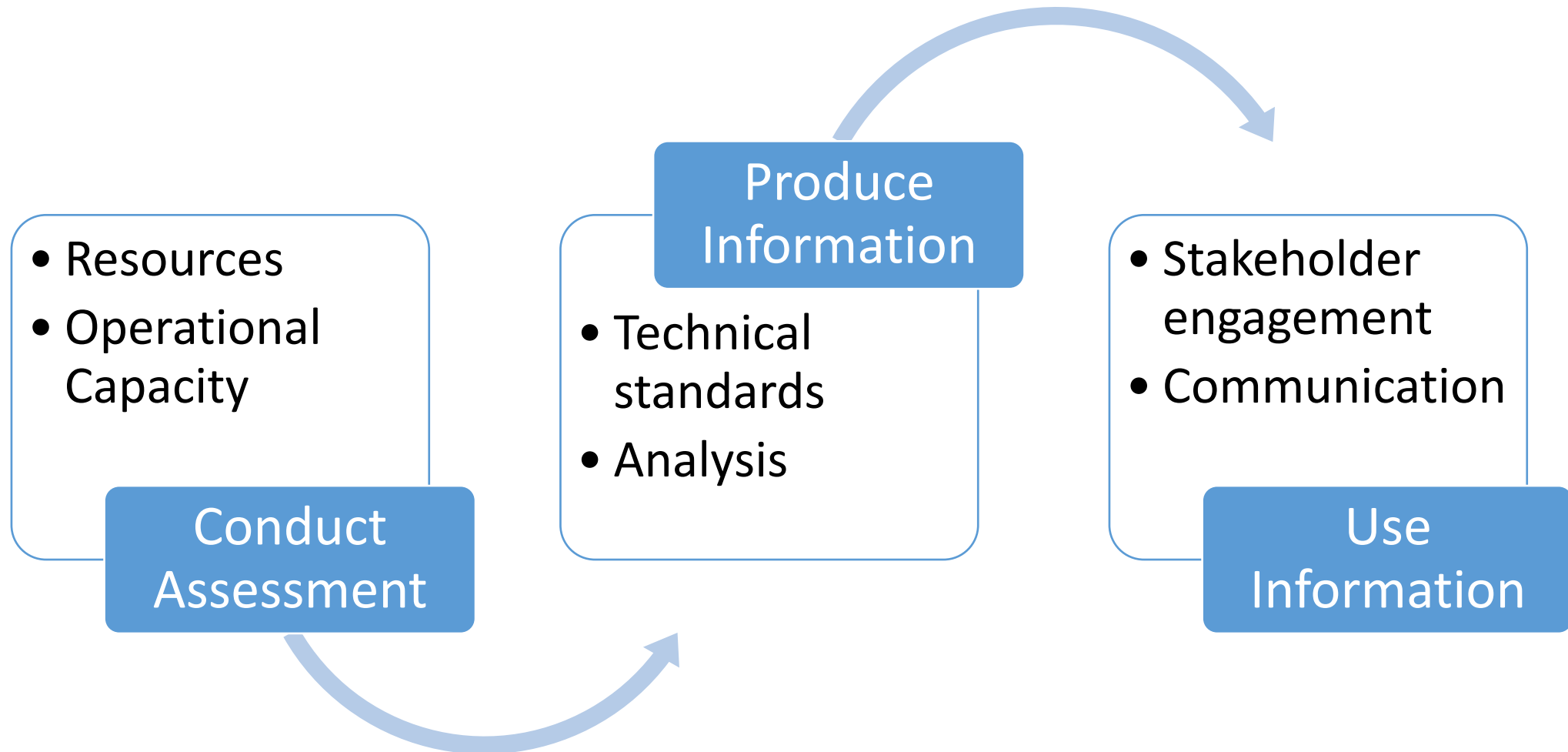
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graph TD; A[Capacity Needs Assessment] --> B[Capacity Building Plan]; B --> C[Program Implementation];
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The diagram illustrates a three-step process for PISA planning. It consists of three blue rectangular boxes with rounded corners, arranged vertically and slightly offset to the right. The first box at the top contains the text 'Capacity Needs Assessment'. A light blue arrow points downwards from the right side of this box to the second box, which contains 'Capacity Building Plan'. Another light blue arrow points downwards from the right side of the second box to the third box at the bottom, which contains 'Program Implementation'.

Capacity Building Plan

Program Implementation

Addressing all aspects of the assessment process



Enabling Environment

Legislation

Policy

Institutional
Relationships

National
Infrastructure

Organizational Capacity

Material
Resources

Protocols

Operational
Infrastructure

Individual Capacity

Skills

Experience

PISA Capacity Needs Assessment Framework

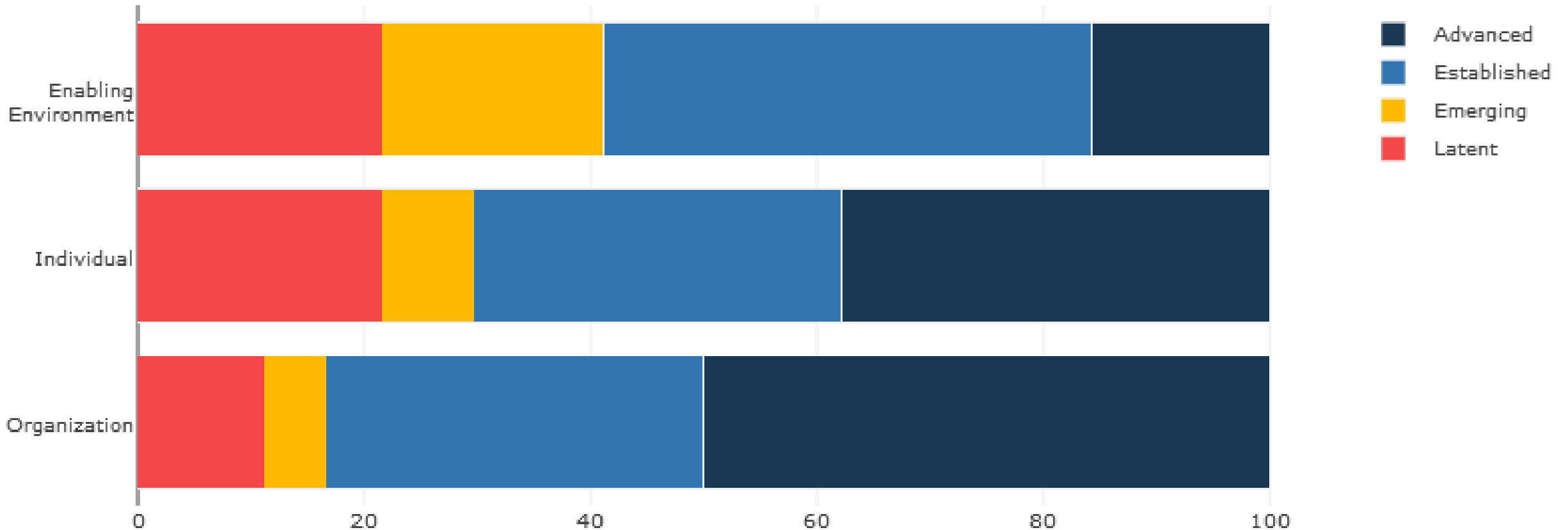
Project Element	Latent	Emerging	Established	Advanced
<p><i>125 distinct Environmental, Organizational or Individual Characteristics</i></p>	<ul style="list-style-type: none"> • No support or environmental obstacles deter implementation • No institutional capacity to assume role or responsibility • Individuals do not have the skills or are resistant to developing skills 	<ul style="list-style-type: none"> • Political, economic or social structures may be adapted to facilitate implementation • Capacity is not institutionalized in a coherent administrative structure • Foundational knowledge or personal attributes will enable skill acquisition 	<ul style="list-style-type: none"> • Political, social or economic structures exist that can support implementation • Capacity exists with a coherent administrative structure • Knowledge, interest and aptitude allow development of requisite skills or attributes with little training 	<ul style="list-style-type: none"> • Political, social or economic structures are currently providing support to similar activities • Current institutional capacity can assume responsibilities • Individuals already have the required skills or attributes

Ukraine Capacity Needs Assessment

Key Interests and Perspectives

- Government
- Educators
- Independent Policy Researchers
- Academic Researchers
- Cooperating partners
- Development partners
- Employers

Capacity Needs Assessment Results



Focus areas for capacity building

Enabling Environment

Competing policy priorities

Multiple stakeholders

Changing legislative environment

Information infrastructure

Participation level

Organization

Multiple implementation partners

Project budgeting

Coordinating institutional priorities

Individual Capacity

Specific technical skills

Limited large scale project management experience

Capacity Strengths

Enabling Environment

Dynamic and responsive policy

Supportive national and international partners

Commitment to transparency

Organization

Advanced assessment infrastructure (UCEQA)

Many existing organizations with required capacities

Individual Capacity

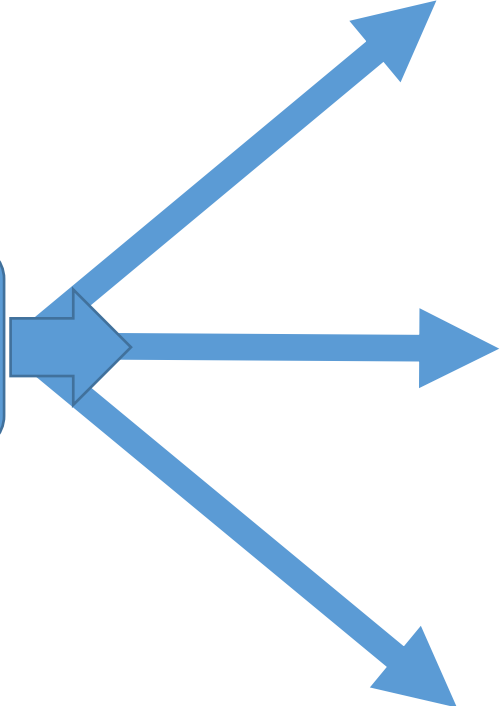
Strong sector knowledge

Strong sector networking

International communication skills

Competition for limited resources

Resources



Hub schools

Competency-based curriculum/assessment

EMIS

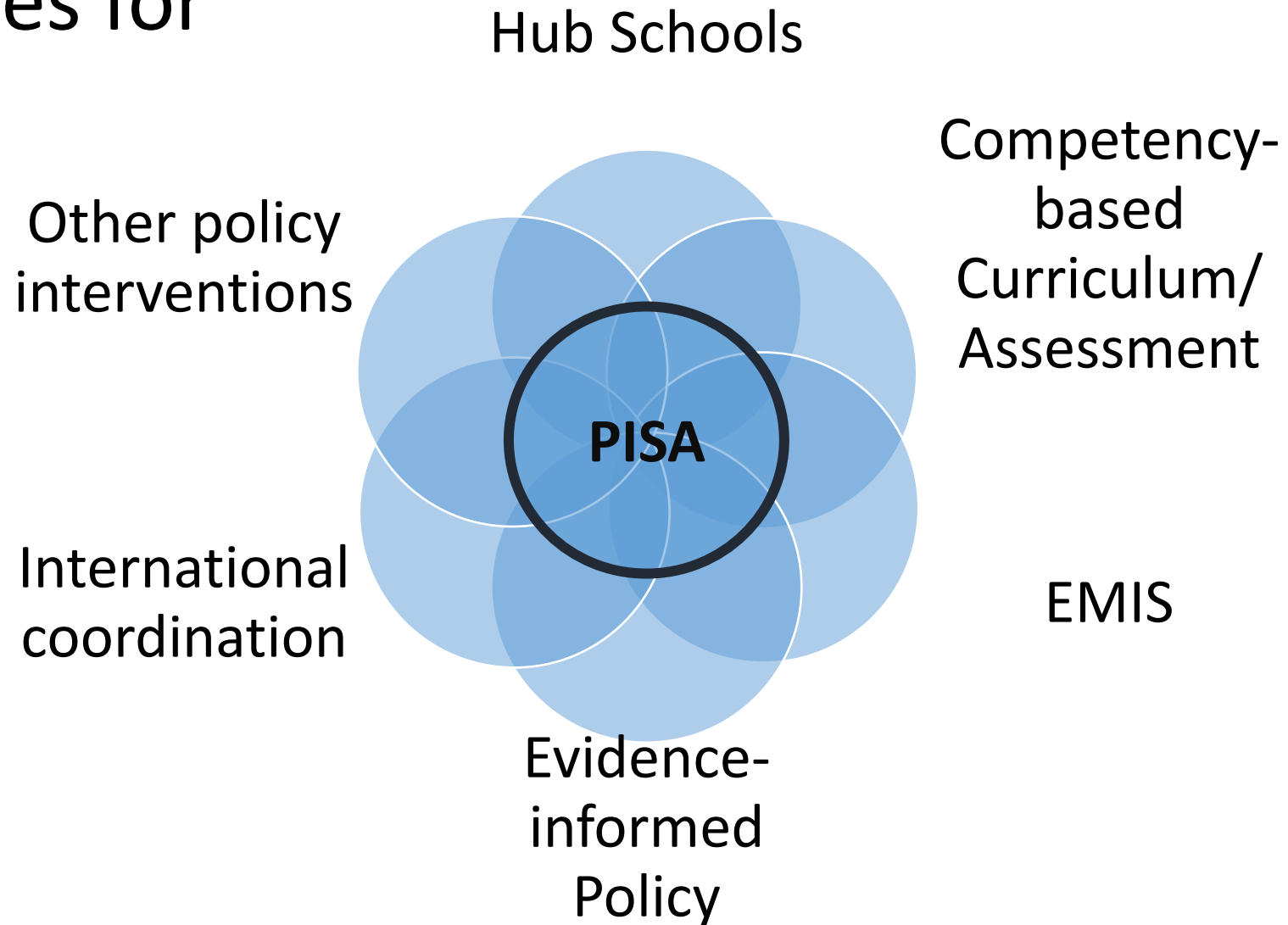
Evidence-informed policy

International coordination

...Other policies

PISA

Exploit opportunities for synergy



Multilateral Coordination

- Ministry of Education and Science
- **Ukrainian Center for Educational Quality Assurance**
- **Institute for Educational Analytics**
- Poland & OECD
- Regional Centres
- National Academy of Pedagogical Science
- Rector Union
- Union of School Principals
- Union of Employers
- CEDOS and other research institutions
- Donors
- Other organizations interested in PISA results (NGOs, private sector)

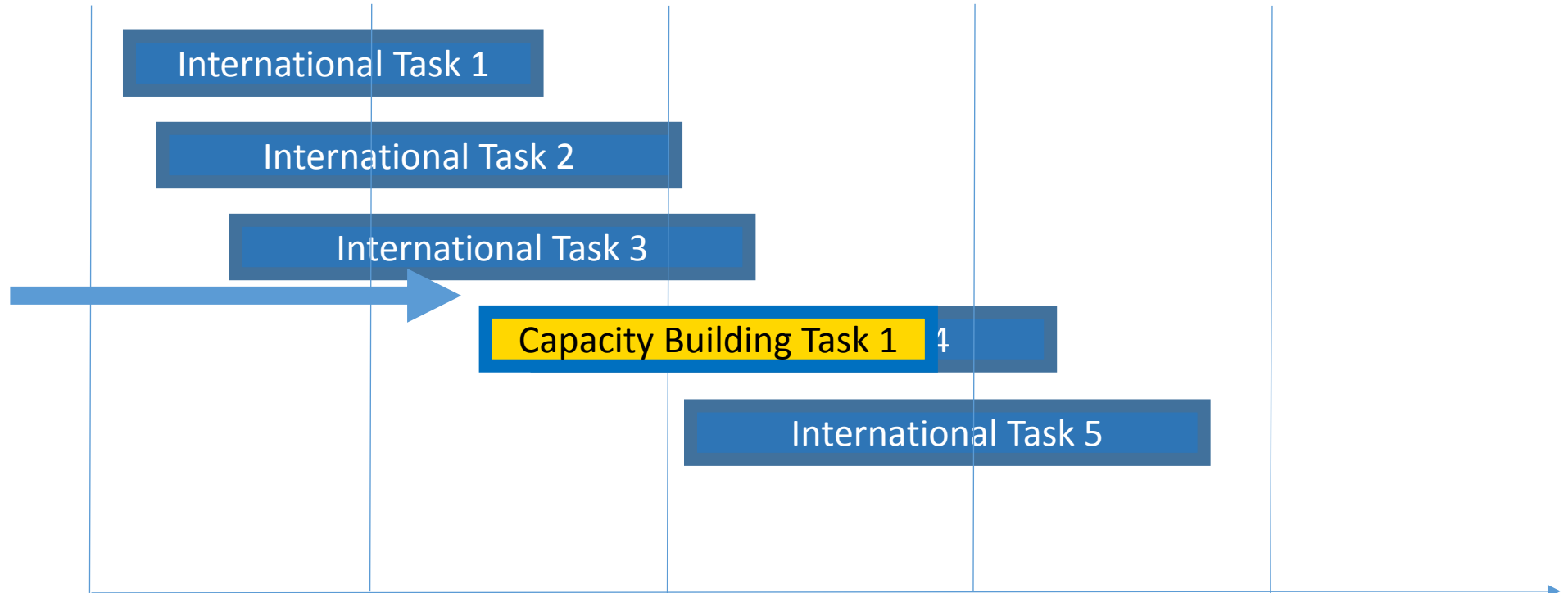
Capacity Building & Program Implementation

1. Commit to immediate development for long-term sustainability
2. Integrate support from Poland and OECD to develop project management, analysis and reporting
3. Develop communication plan

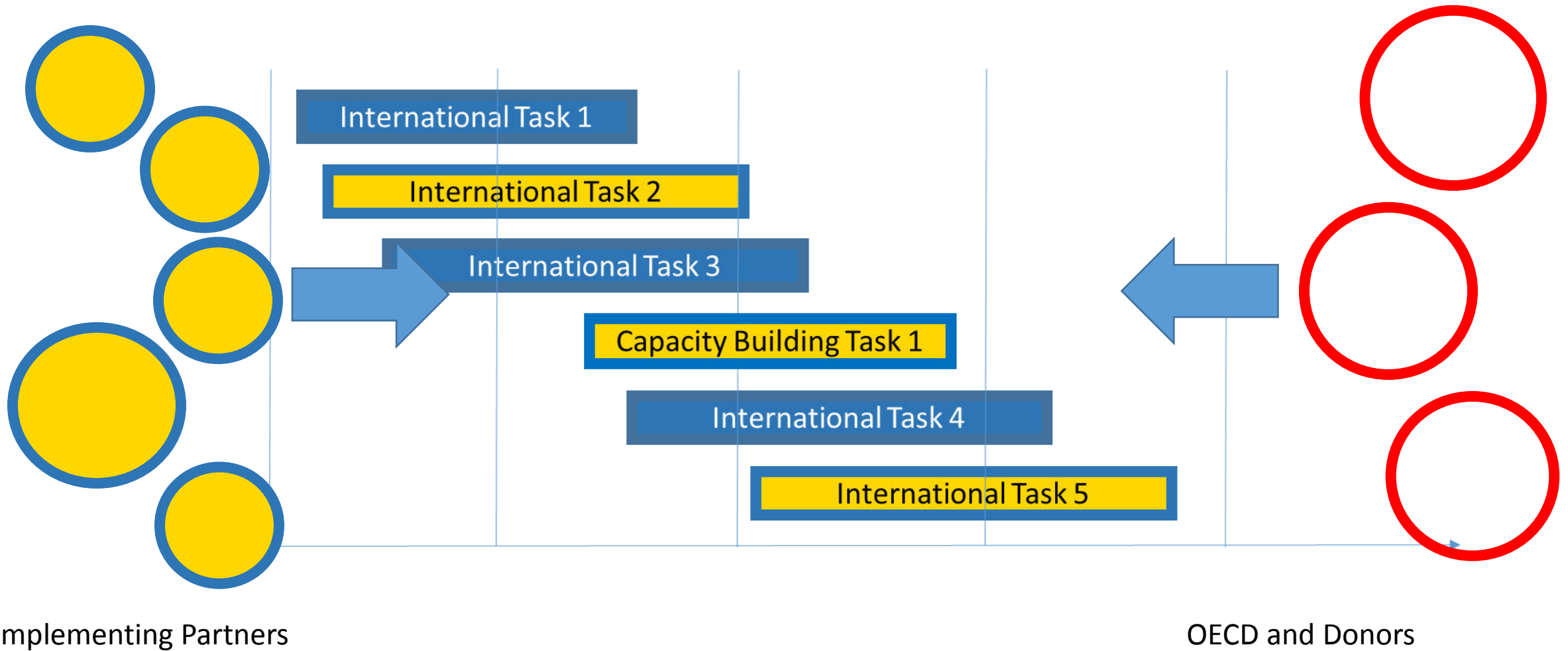
Capacity Building Elements

- Develop and implement data management infrastructure
- Facilitate data utilization by stakeholders (tools, data access, audience-oriented reports)
- Develop institutional structures to support evidence-based decision making
- Enhance data analysis capacity
- Enhance capacity to manage large assessment survey projects
- Enhance and implement item and question development infrastructure

Program Implementation: Customization



Program Implementation: Resourcing



Next Steps

- Establish Coordinating Committee
- Commit institutional resources
- Engage stakeholders
- Implement project plan

