



<b>1. Project Data :</b>
<b>OEDID:</b> L3106
<b>Project ID:</b> P005295
<b>Project Name:</b> Human Resources Development Sector Investment Loan
<b>Country:</b> Jordan
<b>Sector:</b> Other Education
<b>L/C Number:</b> L3106-JO
<b>Partners involved :</b> Japan, UK, USAID
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<b>Reviewed by :</b> Roger J. Robinson
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<b>Date Posted :</b> 04/14/1998

<p><b>2. Project Objectives, Financing, Costs and Components :</b></p> <p><i>Goals</i></p> <ul style="list-style-type: none"> <li>● Support the first phase of a 10-year Education Reform Program.</li> <li>● Provide skilled and knowledge-intensive manpower.</li> </ul> <p><i>Objectives</i></p> <ol style="list-style-type: none"> <li>a. Restructure the school system.</li> <li>b. Improve the quality of teaching and learning.</li> <li>c. Use sector resources more efficiently.</li> <li>d. Strengthen sector institutions.</li> </ol> <p><i>Components</i></p> <ol style="list-style-type: none"> <li>a. - Increase basic education from 9 to 10 years.             <ul style="list-style-type: none"> <li>- Restructure a 2-year secondary cycle with a unified core curriculum and three specialized streams (math/science, costs/humanities and technologies).</li> <li>- Implement a promotion and examination system.</li> </ul> </li> <li>b. - Upgrade the curriculum.             <ul style="list-style-type: none"> <li>- Provide revised textbooks</li> <li>- Raise teacher supervisor and principals' qualification and training requirements including comments college personnel.</li> <li>- Improve school facilities.</li> </ul> </li> <li>c. - Conduct and Education Finance Study and Implement the recommendations.</li> <li>d. - Establish a National Center for Educational and Development Research (NCERD), the Technical (project) unit of the Higher Council of Science and Technology, and a Textbook Publishing Unit in the Ministry of Education, together with strengthening the MOE's capacity in curriculum.</li> </ol> <p>Costs. Appraisal Estimate: \$252.5 million. Actual: \$227.8</p>
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<p><b>3. Achievement of Relevant Objectives :</b></p> <p>The restructuring, quality and institutional improvement objectives were largely achieved, though vocational reforms were postponed, after a review, to the second phase of reform .</p> <p>The efficiency objective was only partially achieved because recommendations of the Finance Study implied unacceptably slow growth for basic education and a controversial shift of resources from higher to basic education .</p>
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<p><b>4. Significant Achievements :</b></p> <p>The NCERD established a wide range of competencies and good regional outreach, producing many policy research reports.</p>
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**5. Significant Shortcomings :**

None.

<b>6. Ratings:</b>	<b>ICR</b>	<b>OED Review</b>	<b>Reason for Disagreement /Comments</b>
<b>Outcome:</b>	Satisfactory	Satisfactory	
<b>Institutional Dev .:</b>	Substantial	Substantial	
<b>Sustainability:</b>	Likely	Likely	
<b>Bank Performance:</b>	Satisfactory	Satisfactory	The borrower's report states that the Bank was responsive and helpful. Supervision missions were appropriately staffed.
<b>Borrower Perf .:</b>	Satisfactory	Satisfactory	The borrower showed high commitment to the project and completed the project with a 3-year delay despite internal government reorganization and procurement problems.
<b>Quality of ICR:</b>		Satisfactory	

**7. Lessons of Broad Applicability :**

Technical institutions (such as NCHRD) have great potential to impact implementation if responsible for institutionalizing key functions and activities needed to maintain reform and if supported by strong political support and knowledgeable leadership.

Studies of difficult policy issues (such as Educational Finance) cannot be expected alone, to start reform. Other implementations and monitoring mechanisms are needed to ensure the study recommendations are acted upon.

**8. Audit Recommended?**  Yes  No

**Why?** As a series with Loans 2368, 2890 and 3864 (FY95). The issue is whether Bank support since 1984 has led to significant strengthening of the education sector, given all 4 loans had similar objectives.

**9. Comments on Quality of ICR :**

Comments from the cofinanciers (OECF, USAID, ODA, JAPAN) were not provided. An evaluation of donor coordination and technical assistance would strengthen the ICR which is of satisfactory quality .