



Transparency and Accountability in Mongolian Education (TAME) (P150842)

EAST ASIA AND PACIFIC | Mongolia | Education Global Practice |
Recipient Executed Activities | Investment Project Financing | FY 2015 | Seq No: 8 | ARCHIVED on 01-Dec-2018 | ISR33795 |

Implementing Agencies: Globe International Center, Globe International Center

Key Dates

Key Project Dates

Bank Approval Date:09-Dec-2014

Effectiveness Date:09-Dec-2014

Original Closing Date:09-Dec-2018

Revised Closing Date:09-Dec-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project's objective is to strengthen civic engagement in the education sector to improve transparency of budgeting and procurement processes for the delivery of better quality education services in western and central Mongolia.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Moderately Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Satisfactory	● Satisfactory

Implementation Status and Key Decisions

Project activities are on track for project closing in December 2018. All intermediate results targets are close to being met. Progress towards achievement of the PDO, however, shows mixed results: The project will significantly outperform expectations relative to the project-end target around stakeholder participation in project-initiated budget monitoring activities for education, but potentially underperform somewhat (but not by a very large amount) relative to the project-end target around stakeholders' engagement in planning and oversight of school-level processes.

Under Component 1 of the project, twenty-eight Parent Teacher Associations (PTAs) have been formed as of 01 November 2018, out of which three



PTAs are expected to receive their NGO certifications by end of the month. 26 of the 2018 target of 28 PTAs have completed the Good School Support Tool (GSST) processes in their respective schools; two remaining PTAs in Uvurkhangaig aimag will complete the GSST exercise within the next two weeks. All PTAs are developing school action plans and preparing dissemination of GSST results to school administrators and other stakeholders. Observing the usefulness of PTAs, two schools in non-project neighboring soums in Bulgan aimag and one in Bayan-Ulgii aimag requested non-financial technical support to initiate the process of establishing PTAs in their schools. Twelve additional recommendations were developed to address priority legislative and policy impediments that undermine effective stakeholder engagement with schools. Among these recommendations was the TAME project's proposal to establish regulations that define the selection process of members for the school board as well as their specific roles and responsibilities. The Law of Mongolia on Education contains articles which stipulate that the formation of a school board (which comprises teachers, workers, parents, and other representatives) has the fundamental role of serving as a self-managed body (independent of the school director and principals) to protect the interests of teachers, students, and workers. However, the school boards are not currently serving their intended purposes. Hence, the proposal addressed the need to devise regulations to improve the transparency of school management processes.

Under Component 2, in Khuvsgul aimag, the Civil Society Organizations' (CSOs) monitoring of education budget and procurement through observation of the Citizens' Representative Meeting (Khural) was completed. School budget planning consultations and meetings to share the results of the Budget Trust Tool (BTT) exercise in the three target provinces of Khuvsgul, Bulgan, and Khovd, have also been completed. Over twenty recommendations describing good practices around budget transparency were developed shared with Khural representatives, governors' offices, provincial education and culture departments, and school principals. With support from the Khovd aimag CSO, a citizen's monitoring group was created to monitor expenditures financed by the Local Development Fund.

In order to address the need to develop a model that provides support for citizens in accessing different forms of local fundraising to improve education services, the TAME project aided local stakeholders (including parents and teachers) in effectively engaging in fundraising activities. One such initiative is peer learning activities, which were organized in six target aimags in coordination with the World Bank-supported Third Sustainable Livelihoods Project (P125232). These activities have helped PTA members learn how to engage in informed discussions about the planning and allocation of local development funds as well as how to monitor their usage for school needs.

On 26 October 2018, GIC organized a National Forum to disseminate the results of the TAME project. Participants included officers from the ministries of education and finance, staff members of the "All for Education!" National Civil Society Coalition (AFE), and representatives of provincial education departments, school administrations and PTAs in TAME project sites, as well as members of the Mongolian Education and Science Trade Union, Youth Policy Watch NGO, and the Center for the protection of children's rights.

The TAME project is also formalizing linkages between its PTAs and the school grants scheme of the Education Quality Reform Project (EQRP – P148110). The Ministry of Education, Culture, Science and Sport (MECSS) has decided to grant up to US\$ 2,000 to each TAME project PTA under the grant scheme and is currently preparing a new Manual for PTAs to follow during preparation of grant proposals. On 26 October 2018, a school-grant focused orientation workshop was held for PTA members attending the National Forum. The workshop was attended by 68 participants, including 62 PTA members from TAME project sites, and 6 members from AFE. Grants are expected to be awarded by June 2019 and implementation will take place during the 2019-20 school year. MECSS will monitor implementation progress and results under monitoring and evaluation (M&E) arrangements for EQRP.

Risks

Overall Risk Rating

Risk Category	Rating at Approval	Previous Rating	Current Rating
Overall	--	● Substantial	● Substantial



Results

Project Development Objective Indicators

►Percentage of stakeholders at project schools engaged in planning and oversight of school-level processes (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	14.70	19.00	31.80	54.7%
Date	15-Nov-2015	30-Sep-2016	30-Dec-2017	09-Dec-2018

►In target areas, percentage of stakeholders participating in CSO-initiated budget monitoring activities for education (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.00	64.80	40.00
Date	09-Dec-2014	30-Sep-2016	30-Dec-2017	09-Dec-2018

Overall Comments

The supervision team concluded the discussion with GIC on verification of and improvements to the methodologies used to estimate the values of the PDO indicators. The team had requested raw data underlying the estimates submitted by GIC to ensure that the estimates could be reproduced, and that the estimation methodology was correctly applied. The supervision team first submitted this data request to GIC in January 2018. After extensive exchanges with GIC since then, including the concerns recorded in the last ISR, the team reached the following conclusions:

- For PDO indicator 1, the estimation methodology applied to M&E data used to establish the baseline (year 2015) value, and the year-2016 update to the indicator, was not appropriate. The Bank team requested and reviewed (i) the baseline data collected in 2015, just under one year after project effectiveness; and (ii) the 2016 data. The team found that instead of taking into account a comprehensive range of activities in which stakeholders engaged in planning and oversight of school-level processes (including school annual plans, school budget, and the GSST), the estimation methodology narrowly took into account only one activity (the school budget). This was not appropriate, and inconsistent with the methodology outlined in GIC's email exchange with the Bank on 09 January 2017. When the formula was adjusted to correct for this shortcoming, the value of the baseline changed from 5 to 14.7 percent, while the 2016 value changed from 19 to 28.8 percent. In addition, the Bank team found a couple of minor inconsistencies in the raw data, which have now been resolved by GIC.
- Because the correct methodology necessitates a revision of the baseline (2015) value, a revision of the end-target value is also needed. As recorded in the approved results framework (RF) during project restructuring in 2015, the end-target for PDO indicator 1 was "Baseline + 40 %". Under the correct methodology, the baseline increases from 5 to 14.7%; therefore, the end target also increases from 45 to 54.7%.
- The year-2016 value for PDO indicator 2 was not correct. The numerator used to calculate the value of this indicator should have been the sum of stakeholders that attended outreach events organized under component 2 of the project, during 2016. The estimated value, however, took into account only one event, instead of the full number that took place during the reporting period. This was because at the time GIC submitted the progress report with the indicator value, complete data on only one event were available; subsequently, even though data on all events were compiled correctly, the year-2016 value for the indicator was not updated. The year-2016 value has been modified from 11 to 20 percent.



It is critical to note that while the estimates of indicator values change as described above, the RF annual targets themselves are **not** being amended. The changes agreed to the methodology are fully consistent with all project documents, including the RF.

Once the issues with the baseline (2015) and year-2016 values were resolved as described above, GIC produced estimates of the two indicator values for year 2017. The Bank supervision team has examined the 2017 data and confirmed that (i) the appropriate methodology was applied to estimate the year-2017 value of PDO indicator-1; and (ii) the year-2017 value for PDO indicator-2 takes into account all the outreach events organized by CSOs under component 2.

Intermediate Results Indicators

►Number of PTAs established (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	26.00	28.00	28.00
Date	09-Dec-2014	19-Jun-2018	01-Nov-2018	09-Dec-2018

►Number of project schools that completed the Good School Support Tool (GSST) processes (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	30.00	54.00	56.00
Date	09-Dec-2014	30-Dec-2017	01-Nov-2018	09-Dec-2018

►Number of recommendations and policy actions/corrective measures developed to address priority legislative and policy impediments that undermine effective stakeholder engagement at schools (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	6.00	18.00	10.00
Date	09-Dec-2014	30-Dec-2017	30-Jun-2018	09-Dec-2018



▶ In project areas, number of meetings of the Citizen's Representative Hural observed by CSOs each year (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	9.00	10.00	8.00
Date	09-Dec-2014	30-Dec-2017	30-Jun-2018	09-Dec-2018

▶ Number of recommendations and policy actions/corrective measures developed to address priority legislative and policy impediments that undermine transparency of education budget processes (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	8.00	13.00	10.00
Date	09-Dec-2014	30-Dec-2017	30-Jun-2018	09-Dec-2018

▶ Number of case stories, tools and other knowledge products developed (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	23.00	26.00	8.00
Date	09-Dec-2015	30-Dec-2017	30-Jun-2018	09-Dec-2018

Overall Comments

Data on Financial Performance**Disbursements (by loan)**

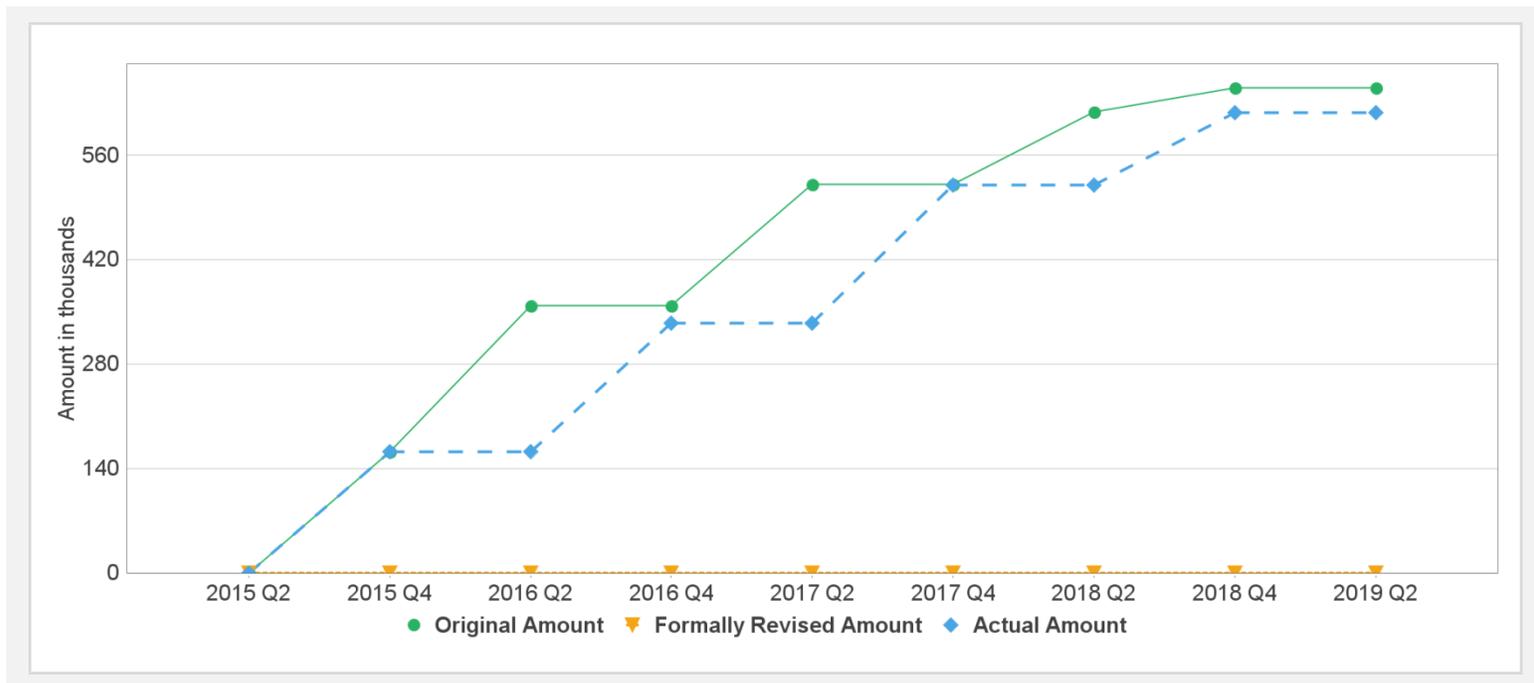
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P150842	TF-18163	Effective	USD	0.65	0.65	0.00	0.62	0.03	 95%

Key Dates (by loan)



Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P150842	TF-18163	Effective	09-Dec-2014	09-Dec-2014	09-Dec-2014	09-Dec-2018	09-Dec-2018

Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

There are no related projects.