PISA Capacity Building Plan
Ghana

Programme for International Student Assessment

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PISA CAPACITY BUILDING PLAN: GHANA

This report has been authorised by Andreas Schleicher, Director of the Directorate for Education and Skills, OECD.

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List of acronyms

A&R	Analysis and Reporting
ACER	Australian Council for Educational Research
CBA	Computer-based Assessment
CBIS	Capacity Building and Implementation Support
CBP	Capacity Building Plan
CNA	Capacity Needs Assessment
NaCCA	National Council for Curriculum and Assessment
NC	National Centre
NCQM	National Centre Quality Monitoring
NDM	National Data Manager
NPM	National Project Manager
NSM	National Sampling Manager
OECD	Organisation for Economic Co-operation and Development
PBA	Paper-based assessment
PIP	Project Implementation Plan
PISA	Programme for International Student Assessment
TVETS	Technical Vocational Education and Training Service
WAEC	West African Examinations Council

1. Introduction and background

The Organisation for Economic Co-operation and Development (OECD)'s Programme for International Student Assessment (PISA) is the world's largest international learning assessment. PISA measures 15-year-olds' ability to use their reading, mathematics and science knowledge and skills to meet real-life challenges. PISA provides an international benchmark of learning outcomes that inform evidence-based decision-making in education policy over time.

PISA 2025 is the 9th cycle of PISA, which has been conducted every three years since 2000.[1] The focus of PISA 2025 is science, and the assessment also includes the innovative domain of Learning in the Digital World. The innovative domain aims to measure students' ability to engage in self-regulated learning while using digital tools.[2] The overall management of contractors, the implementation of PISA 2025, as well as the instrument development for the innovative domain, is carried out by the Australian Council for Educational Research (ACER). Other contractors include Oxford University Press for the science framework development and Westat for sampling.

2. PISA 2025 Capacity Building and Implementation Support

Implementing a large-scale assessment that delivers high-quality data and using the data for evidence-based decision making are demanding tasks for any education system. While participating in PISA offers a range of capacity-building opportunities to participants, it can be particularly challenging for new participants. Therefore, capacity development has been an integral part of every PISA cycle.

Based on the experiences of the support programmes provided in PISA for Development[3] and in PISA 2022 through the Country Preparation and Implementation Support partnership option, PISA 2025 offers new participants the Capacity Building and Implementation Support (CBIS) option. CBIS aims to provide new participants with specific and targeted support for their successful implementation of PISA 2025. The CBIS option is implemented by ACER.

CBIS consists of the following five components:

- Planning and preparation support
- Support through a CBIS Liaison Officer
- In-country visit
- Peer learning
- Implementation support.

The planning and preparation support includes resources, tools and activities that are designed to assist participants with their planning and preparation for PISA 2025. The main features of the component are a Capacity Needs Assessment, Capacity Building Plan and Project Implementation Plan (see Figure 1).

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[1] With the exception of PISA 2022, which was implemented four years after PISA 2018 due to the COVID-19 pandemic.

[2] www.oecd.org/pisa/innovation/learning-digital-world/

[3] www.oecd.org/pisa/pisa-for-development/

Figure 1: CBIS planning and preparation support for participants starting in 2022
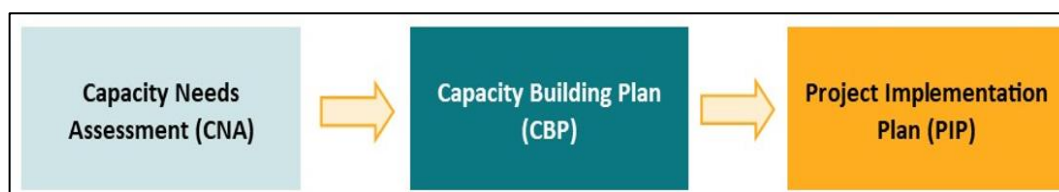
2.1. Capacity Needs Assessment (CNA)

At the start of CBIS, a CNA is carried out to assess CBIS participants' capacity to implement PISA. The assessment focuses on the CBIS National Project Managers (NPMs) and key National Centre (NC) roles to gain information about their capacity assets and needs in relation to what is required to implement PISA successfully. Findings from the CNA are summarised in a report to highlight areas for capacity strengthening, which in turn helps the NC to allocate resources appropriately and focus on building capacity where needed. The framework and indicators used for the CNA are included in Annex A and Annex B.

Rating criteria are defined for each indicator area to support the assessment and identify capacity assets and needs. Three criteria are differentiated:

- Latent: There is little or no capacity [in this indicator area] -- significant capacity building required.

- Emerging: There is some capacity [in this indicator area] -- capacity building required.

- Established: There is sufficient capacity [in this indicator area] -- capacity building optional.

2.2. Capacity Building Plan (CBP)

A CBP is prepared for CBIS participants to assist with planning for strengthening their capacity to implement PISA. The CBP lists all the capacity building opportunities offered to PISA participants throughout the PISA 2025 project as well as those catered specifically for CBIS participants according to the needs identified in the CNA. The CBP includes details of the PISA meetings and trainings and CBIS-specific activities.

2.3. Project Implementation Plan (PIP)

The PIP is a set of resources and tools designed to assist CBIS participants with the preparation for and implementation of PISA 2025. The main feature of the PIP is the PIP Schedule – a tool that lists all the tasks that PISA NCs are required to complete according to agreed timeline. CBIS participants are supported to adapt the PIP Schedule to suit their national requirements and context. The PIP Schedule is updated continuously throughout the PISA 2025 implementation period and used as a comprehensive planning and monitoring tool.

This report presents the CBP for Ghana.

3. Capacity building opportunities in PISA 2025

As with any PISA cycle, a number of capacity building opportunities are offered throughout PISA 2025. These opportunities are listed in Table 1 with dates, format, location and target participants. The capacity building opportunities that are catered specifically for CBIS participants are highlighted in light blue colour. Other opportunities are available to all PISA participants.

The CBIS-specific opportunities include peer learning activities. More peer learning activities can be organised at a later stage, once peer learning partners are identified and their availability is confirmed. Some peer learning activities can be organised face-to-face while others may be carried out online, depending on the opportunities and funding available.

The dates and locations of all activities in the table are current at the time of preparing the CBP. However, they may need to be changed due to unforeseen circumstances. If this is the case, PISA National Centres will be provided with as much notice as possible.

Table 1. Capacity building opportunities in PISA 2025

#	Dates	Meeting/ Training/ Workshop/ Resources	Location	Target participants
1	August - November 2022	Science item development online workshop	Online	Test item developer
2	23 January 2023	CBIS peer learning webinar on computer-based assessment (CBA) implementation	Online	CBIS NPM, Survey operations and logistics manager
3	February 2023	Release of pre-NPM meeting 1 resources	Online	NPM, Assessment instruments co-ordinator, Survey operations and logistics manager
4	February 2023	CBIS workshop after release of pre-NPM meeting 1 resources	Online	CBIS NPM, Assessment instruments co-ordinator
5	March 2023	New NPM meeting	Lisbon, Portugal	New NPM, including CBIS NPM, Assessment instruments co-ordinator
6	March 2023	NPM meeting 1	Lisbon, Portugal	NPM, Assessment instruments co-ordinator
7	March 2023	CBIS peer learning meeting at NPM meeting 1	Lisbon, Portugal	CBIS NPM, Assessment instruments co-ordinator
8	March 2023	CBIS workshop at NPM meeting 1	Lisbon, Portugal	CBIS NPM, Assessment instruments co-ordinator
9	Mid 2023	CBIS peer learning meeting on adaptation and translation	Online	CBIS NPM, Assessment instruments co-ordinator, National sampling manager (NSM), Survey operations and logistics manager
10	October 2023	Release of pre-NPM meeting 2 resources	Online	NPM, NSM, National data manager (NDM), Assessment instruments co-ordinator, Survey operations and logistics manager
11	January 2024	NPM meeting 2	Bangkok, Thailand	NPM, NSM
12	February 2024	Field Trial international training meeting	Bangkok, Thailand	National coder trainers, NDM
13	Jan/Feb 2024	CBIS peer learning meeting at NPM meeting 2	Bangkok, Thailand	CBIS NPM, NDM
14	Jan/Feb 2024	CBIS workshop at NPM meeting 2	Bangkok, Thailand	CBIS NPM, NSM
15	Early 2024 (before Field Trial)	CBIS peer learning meeting on Field Trial preparation	Online	CBIS NPM, NSM, NDM, Survey operations and logistics manager
16	Early 2024	CBIS follow-up training on occupational coding	Online	CBIS NPM
17	Mid 2024 (after Field Trial)	CBIS peer learning meeting on Main Survey preparation	Online	CBIS NPM, NSM, NDM, Survey operations and logistics manager
18	October 2024	Release of pre-NPM meeting 3 resources	Online	NPM, Data analyst, NSM, NDM, National coder trainers, Survey operations and logistics manager
19	November 2024	NPM meeting 3	Sydney, Australia	NPM (other target participants to be confirmed)
20	November 2024	CBIS peer learning meeting at NPM meeting 3	Sydney, Australia	CBIS NPM (other target participants to be confirmed)
21	November 2024	CBIS workshop at NPM meeting 3	Sydney, Australia	CBIS NPM (other target participants to be confirmed)
22	January 2025	Main Survey international training meeting	Online	National coder trainers, NDM
23	After Main Survey national data file submission	CBIS peer learning webinar on using PISA data for stakeholder engagement	Online	CBIS NPM, Data analyst
24	April - December 2026	Analysis and reporting partnership option	Paris, France	Lead Analysts from PISA participants

4. Capacity building plan for Ghana

This section presents details of each of the capacity building opportunities listed in Table 1. The details are presented in a table and include the title, dates, location, capacity building goal, target participants, deliverables, participant responsibilities, administrative details, relevant documentation, costs and relevant CNA indicators. The details also include a description of how Ghana's specific capacity needs, as identified in the CNA report, can be addressed in the capacity building opportunity.

Each table is accompanied by a timeline bar indicating when the capacity building opportunity will take place during the PISA 2025 cycle (2023-2026). The science item development online workshop is an exception as it has taken place prior to the above period.

Table 2. Science item development online workshop

Information category	Description	
Title	Science item development online workshop.	
Dates	August-November 2022	
Location	Online	
Capacity building goal	To be able to develop science assessment items that are aligned to the PISA 2025 Science Assessment Framework.	
Target participants	Test item developers	
Deliverables	The workshop was the online-only version of the PISA Science item development workshops. These workshops were held in June and July 2022, in Vienna and Sydney respectively. This online version was intended for participants who could not attend either workshop in person. The online workshop contained a copy of the presentations that had been used in the in-person workshops, as well as a copy of activities and support materials. It did not replace the in-person workshops but provided an overview of the concepts covered and skills developed.	
Participant responsibilities	• Viewing the workshop materials. • Working on practical activities as a self-guided study.	
Administrative details	• Interested PISA participants were provided with access information. • The workshop material will be made available for an extended period of time as a capacity building resource.	
Relevant documentation	All relevant documentation was provided within the workshop.	
International cost	Included in PISA participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	O7 Instrument development (emerging)	I2 Assessment instruments co-ordinator (not yet appointed)
Ghana's capacity needs to be addressed	Instrument development in Ghana has been assessed as "emerging" based on their experience in the development of assessment instruments for national assessments, graduation exams and school certification exams. However, staff at the National Council for Curriculum and Assessment (NaCCA) and the West African Examinations Council (WAEC) have mostly worked in the context of Ghana only. This workshop allows test item developers to gain access to the Science item development workshop material. The workshop will help to familiarise the developers with the item development process used by PISA and enrich understanding of the processes needed for item development in wider international assessments.	

Table 3. CBIS peer learning webinar on CBA implementation

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	CBIS peer learning webinar on CBA implementation.	
Dates	23 January 2023 (1.5 hours)	
Location	Online	
Target participants	CBIS NPM, Survey operations and logistics manager.	
Capacity building goal	To learn from a peer partner about how to implement CBA for the first time in PISA.	
Deliverables	• Agenda • Presentation(s) provided by peer partner • A record of key points discussed at the webinar • Participant list	
Participant responsibilities	Preparing questions/issues to discuss at the peer learning webinar.	
Administrative details	CBIS Liaison Officer will co-ordinate with OECD to schedule the peer learning webinar.	
Relevant documentation	PISA 2025 NPM and National Centre Staff Roles and Responsibilities.	
International cost	Included in CBIS participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	• O1 Assessment team (latent) • O5 IT Infrastructure and support (PBA: emerging; CBA: latent) • O10 Survey operations and logistics (PBA: emerging; CBA: latent)	• I1 National Project Manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent) • I7 Information Technology co-ordinator (PBA: established; CBA: emerging)
Ghana's capacity needs to be addressed	While Ghana plans to choose PBA as their assessment delivery mode, the peer learning webinar can be useful for the team to learn about the requirements for CBA, given that implementing CBA is their long-term goal.	

Table 4. Release of pre-NPM meeting 1 resources

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	Release of pre-NPM meeting 1 resources	
Dates	February 2023	
Location	Online	
Target participants	NPM, Assessment instruments co-ordinator, Survey operations and logistics manager	
Capacity building goal	To understand an overview of PISA 2025 in preparation for NPM meeting 1.	

Deliverables	• Resources relevant to the topics of NPM meeting 1. The resources will be released in a range of formats:
	   o Documentation
	   o Presentation (live or pre-recorded)
	   o Webinar
	   o Workshop.
	• Virtual consultations with contractors will be scheduled as required.	

Participant responsibilities	• Viewing the resources. • Attending presentations, workshops and consultations as required.	
Administrative details	The resources will be released on PISA Connect four weeks prior to NPM meeting 1.	
Relevant documentation	Draft agenda for NPM meeting 1.	
International cost	Included in PISA participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	• O1 Assessment team (latent) • O8 Translation and linguistic quality control (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	The pre-NPM meeting 1 resources will provide an opportunity for the wider Ghanaian team to engage with the materials that will be covered at NPM meeting 1, and ask questions related to the Ghanaian context. While NaCCA has valuable experience in implementing national large-scale assessments, some areas (e.g. sampling, linguistic quality control, analysis and reporting) might present challenges, as some of the PISA's methods and procedures are different and more complex compared with other international large-scale assessments.	

Table 5. CBIS workshop after release of pre-NPM meeting 1 resources

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	CBIS workshop after release of pre-NPM meeting 1 resources	
Dates	February 2023 (2 hours)	
Location	Online	
Target participants	CBIS NPMs, Assessment instruments co-ordinator	
Capacity building goal	• To understand the purpose and its activities of NPM meeting 1. • To confirm the establishment of the PISA National Centre. • To understand the differences between computer-based and paper-based assessment delivery modes in order to make informed decisions if such a decision has yet to be made.	

Deliverables	• Agenda of the workshop.
	• Workshop material on:
	    ○ National Centre composition
	    ○ General considerations for assessment delivery modes
	• Workshop record with participant list.	

Participant responsibilities	Viewing workshop material prior to the workshop.	
Administrative details	The workshop will take place after the release of pre-NPM meeting 1 resources.	
Relevant documentation	Agenda and resources for NPM meeting 1.	
International cost	Included in CBIS participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	O1 Assessment team (latent)	I1 National Project Manager (emerging)
Ghana's capacity needs to be addressed	The CBIS workshop after the release of the pre-NPM meeting 1 resources is a more focused workshop to assist the Ghanaian National Centre team with the decisions taken for CBA and PBA modes of delivery. Ghana's decision to opt for PBA will require a consideration of issues associated with survey operations and logistics, including quality assurance mechanisms, monitoring participation and data collection. Also, troubleshooting protocols during the test administration period should be well planned. Capacity will be needed to ensure survey operations for PBA are standardised, monitored and documented.	

Table 6. New NPM meeting

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	New NPM meeting	
Dates	12 March 2023 (1 day)	
Location	Lisbon, Portugal	
Target participants	New NPMs, including CBIS NPMs	
Capacity building goal	To understand the concepts that underpin the key aspects of PISA 2025 in preparation for full engagement in NPM meeting 1.	

Deliverables	• Agenda
	• Presentations and discussions on the following aspects of PISA 2025:
	    ○ Overview of PISA 2025
	    ○ PISA Technical Standards
	    ○ Timeline and responsibilities
	    ○ Translation, adaptation and verification	

Participant responsibilities	Viewing meeting material prior to the meeting.	
Administrative details	New NPM meeting will take place one day before NPM meeting 1.	
Relevant documentation	• PISA 2025 Technical Standards • PISA 2025 NPM Manual • Agenda and materials for NPM meeting 1	
International cost	Included in PISA participation fee.	
In-country cost	See the in-country cost for NPM meeting 1.	
Relevant CNA indicator area	O1 Assessment team (latent)	I1 National Project Manager (emerging)
Ghana's capacity needs to be addressed	The meeting for new NPMs is a valuable opportunity for Ghana's NPM to get an overview of the technical aspects of PISA, and to meet other new NPMs for the PISA 2025 cycle. These contacts can be valuable resources to share information and solve issues that may arise during the cycle.	

Table 7. NPM meeting 1

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description
Title	NPM meeting 1
Dates	13-17 March 2023 (4.5 days)
Location	Lisbon, Portugal
Target participants	NPMs, Assessment instruments co-ordinator
Capacity building goal	To be able to plan and prepare for PISA 2025 Field Trial by understanding details of the associated tasks.
Deliverables	- Agenda - Presentations and workshops on the following aspects of PISA 2025: - Frameworks (science, Living in the Digital World, questionnaire) - Integrated design and adaptive testing - Field Trial assessment instruments - PISA technical standards - Assessment platform - Translation, adaptation and verification - Survey operations - Individual consultations with contractors will be scheduled as required.
Participant responsibilities	- Viewing relevant documents that are released prior to the meeting. - Attending presentations, workshops and consultations as required.
Administrative details	- Up to two delegates from each participating country can attend the meeting. The NPM and the National Centre person responsible for translation, adaptation and verification are expected to attend. - Meeting invitation will be sent, and registration will open 3 months prior to the meeting.
Relevant documentation	- PISA 2025 Technical Standards - Translation and adaptation guidelines - Resources released 4 weeks prior to the meeting
International cost	Included in PISA participation fee.
In-country cost	Transport, accommodation, meals, incidentals and any other travel expenses for the delegates.
Relevant CNA indicator area	- O1 Assessment team (latent) - O5 IT infrastructure and support (PBA: emerging; CBA: latent) - O7 Instrument development (emerging) - O8 Translation and linguistic quality control (emerging) - O10 Survey operations and logistics (PBA: emerging; CBA: latent) - I1 National Project Manager (emerging) - I2 Assessment instruments co-ordinator (not yet appointed) - I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	NPM meeting 1 will go through the many technical details relating to the implementation of PISA 2025. There will also be concurrent sessions relating to PBA and CBA. There will be opportunities to review the PISA 2025 timeline, including with peer NPMs. Capacity will be built during NPM meeting 1 for planning quality assurance mechanisms relating to survey operations as well as developing instrument design and adaptation expertise, consideration of sampling frames and elaboration of PISA technical standards.

Table 8. CBIS peer learning meeting at NPM meeting 1

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description
Title	CBIS peer learning meeting at NPM meeting 1.
Dates	A 30-minute meeting will be scheduled during NPM meeting 1 (13-17 March 2023).
Location	Lisbon, Portugal
Target participants	CBIS NPM, Assessment instruments co-ordinator
Capacity building goal	To learn from a peer partner about how to complete Field Trial tasks of the following aspects in accordance with the PISA Technical Standards: • Translation, adaptation and verification • Survey operations
Deliverables	A record of key points discussed at the meeting.
Participant responsibilities	Preparing questions/issues to discuss at the peer learning meeting.
Administrative details	CBIS Liaison Officer will co-ordinate to schedule the peer learning meeting.
Relevant documentation	Documents and presentations that are released for NPM meeting 1.
International cost	Included in CBIS participation fee.
In-country cost	See the in-country cost for NPM meeting 1.
Relevant CNA indicator area	• O1 Assessment team (latent) • O8 Translation and linguistic quality control (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	The peer-learning meeting at NPM meeting 1 may be the first opportunity for Ghana's NPM to meet with their peer partner NPMs. These face-to-face opportunities are a valuable chance to openly discuss upcoming Field Trial tasks, especially related to sampling. Translation, adaptation and verification processes may not be an urgent topic of discussion as Ghana will be using English as the language of assessment, but they can be touched upon as the tasks for questionnaire adaptation will be coming up soon after the NPM meeting 1 finishes.

Table 9. CBIS workshop at NPM meeting 1

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	CBIS workshop at NPM meeting 1.	
Dates	18 March 2023 (0.5 day)	
Location	Lisbon, Portugal	
Target participants	CBIS NPM	
Capacity building goal	To understand how CBIS resources and tools can support adherence to PISA 2025 Technical Standards.	
Deliverables	- Agenda - Workshop material including PowerPoint presentations - Workshop record with participant list	
Participant responsibilities	Viewing workshop material prior to the workshop.	
Administrative details	The workshop will be held as part of NPM meeting 1.	
Relevant documentation	- PISA 2025 NPM manual - PISA 2025 Technical Standards - CBIS Project Implementation Plan - CBIS National Centre composition document	
International cost	Included in CBIS participation fee.	
In-country cost	See the in-country cost for NPM meeting 1.	
Relevant CNA indicator area	- O1 Assessment team (latent) - O5 IT Infrastructure and support (PBA: emerging; CBA: latent) - O7 Instrument development (emerging) - O8 Translation and linguistic quality control (emerging) - O9 Target population and sampling (emerging) - O10 Survey operations and logistics (PBA: emerging; CBA: latent)	- I1 National Project Manager (emerging) - I2 Assessment instruments co-ordinator (not yet appointed) - I3 Sampling manager (emerging) - I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	As part of the CBIS option, a set of tools and resources will be provided relating to quality assurance and monitoring. This CBIS workshop will help Ghana's NPM understand how these tools can be used to support adherence to PISA 2025 Technical Standards. While NaCCA, WAEC and TVETS (Technical Vocational Education and Training Service) are all well-equipped with IT infrastructure, capacity will be needed for the National Centre to develop and maintain the stability and security of internet connections, data storage and server access, as well as assistance with specific software, student delivery, coding system and assessment team support.	

Table 10. CBIS peer learning meeting on adaptation and translation

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description
Title	CBIS peer learning meeting on adaptation and translation.
Dates	Mid 2023
Location	Online
Target participants	CBIS NPM, Assessment instruments co-ordinator, NSM, Survey operations and logistics manager.
Capacity building goal	To continue with development of adaptation procedures and preliminary preparation for PISA 2025 Field Trial.
Deliverables	• Agenda • Online consultations with peer partners
Participant responsibilities	• Viewing relevant documents prior to the meeting • Preparing questions/issues to discuss for the meeting
Administrative details	Agenda and meeting material will be released 1 week prior to the meeting.
Relevant documentation	• Sampling guidelines • Survey operations manuals
International cost	Included in CBIS participation fee.
In-country cost	0 EUR
Relevant CNA indicator area	• O1 Assessment team (latent) • O9 Target population and sampling (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I3 Sampling manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	Translation and linguistic quality control, target population and sampling, and survey operations and logistics have all been assessed as "emerging" in Ghana, based on their experience in the development and implementation of national assessments. This activity – part of the ongoing peer learning partnership for CBIS countries – will allow for further preparation for adaptation and for the Field Trial tasks.

Table 11. Release of pre-NPM meeting 2 resources

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	Release of pre-NPM meeting 2 resources.	
Dates	October 2023	
Location	Online	
Target participants	NPM, NSM, NDM, Assessment instruments co-ordinator, Survey operations and logistics manager	
Capacity building goal	To understand the tasks that are required for implementing PISA 2025 Field Trial.	

Deliverables	• Resources relevant to the topics of NPM meeting 2. These resources will be released in a range of formats:
	   o Documentation
	   o Presentation (live or pre-recorded)
	   o Webinar
	   o Workshop.
	• Virtual consultations with contractors will be scheduled as required.	

Participant responsibilities	• Viewing the resources. • Attending presentations, workshops, and consultations as required.	
Administrative details	The resources will be released on PISA Connect 4 weeks prior to NPM meeting 2.	
Relevant documentation	Draft agenda for NPM meeting 2.	
International cost	Included in PISA participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	• O1 Assessment team (latent) • O9 Target population and sampling (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • O11 Data management (emerging)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I3 Sampling manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	Similar to the pre-NPM meeting 1 resources, the pre-NPM meeting 2 resources will provide an opportunity for the wider Ghanaian team to engage with the materials that will be covered at NPM meeting 2, and ask questions related to the Ghanaian context.	

Table 12. NPM meeting 2

PISA 2025 Cycle

2023	2024	2025	2026
			Launch of ↑ National Report

Information category	Description	
Title	NPM meeting 2	
Dates	January 2024	
Location	Bangkok, Thailand	
Target participants	NPM, NSM	
Capacity building goal	To be able to implement PISA 2025 Field Trial by understanding the details of the associated tasks.	

Deliverables	• Agenda
	• Presentations and workshops on the following aspects of PISA 2025 Field Trial:
	    o Sampling
	    o Data management
	    o Coding (cognitive items, occupational data)
	    o Survey operations
	• Individual consultations with contractors will be scheduled as required.	

Participant responsibilities	• Viewing relevant documents that are released prior to the meeting. • Attending presentations, workshops and consultations as required.	
Administrative details	• Up to two delegates from each participating country can attend the meeting. • Meeting invitation and draft agenda will be sent, and registration will open 3 months prior to the meeting.	
Relevant documentation	Resources released 4 weeks prior to the meeting.	
International cost	Included in PISA participation fee.	
In-country cost	Transport, accommodation, meals, incidentals and any other travel expenses for the delegates.	
Relevant CNA indicator area	• O1 Assessment team (latent) • O9 Target population and sampling (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • O11 Data management (emerging)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I3 Sampling manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	The NPM meeting 2 will be a good opportunity for the Ghanaian team to become more familiar and confident with the sampling, data management and survey operations for PISA 2025. The timing of NPM meeting 2 coincides with the: • Completion of Sampling Task 4. • Completion of the school-level material adaptation form. • Completion of all Field Trial coding guide workflows.	

Table 13. Field Trial international training meeting

PISA 2025 Cycle

2023	2024	2025	2026
	⬆		Launch of ↑ National Report

Information category	Description	
Title	Field Trial international training meeting	
Dates	February 2024	
Location	Bangkok, Thailand	
Target participants	National coder trainers, NDM	
Capacity building goal	To be able to undertake national-level tasks related to PISA 2025 Field Trial: • Coding of constructed response items • Data management	
Deliverables	Training sessions and associated material that are catered for different domains and assessment delivery modes	
Participant responsibilities	Viewing relevant documents that are released prior to the training	
Administrative details	• Up to two National Coder Trainers per domain are expected to attend the coder training. • Meeting invitation and draft agenda will be sent and registration will open 3 months prior to the meeting. • Training material will be released 2 weeks prior to the meeting.	
Relevant documentation	• Coding guides • Data management manuals	
International cost	Included in PISA participation fee	
In-country cost	See the in-country cost for NPM meeting 2	
Relevant CNA indicator area	• O1 Assessment team (latent) • O11 Data management (emerging)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	As this is Ghana's first time to participate in PISA, training will be required to understand the procedures needed for coding of constructed response items, practice in the use of training codebook templates and aspects of data management.	

Table 14. CBIS peer learning meeting at NPM meeting 2

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description
Title	CBIS peer learning meeting at NPM meeting 2.
Dates	A 30-minute meeting will be scheduled during NPM meeting 2 (January/February 2024).
Location	Bangkok, Thailand
Target participants	CBIS NPM, NDM
Capacity building goal	To learn from a peer partner about how to complete Field Trial tasks of the following aspects in accordance with the PISA Technical Standards: • Coding • Data management
Deliverables	A record of key points discussed at the meeting.
Participant responsibilities	Preparing questions/issues to discuss at the peer learning meeting.
Administrative details	CBIS Liaison Officer will co-ordinate to schedule the peer learning meeting.
Relevant documentation	Documents and presentations that are released for NPM meeting 2.
International cost	Included in CBIS participation fee.
In-country cost	See the in-country cost for NPM meeting 2.
Relevant CNA indicator area	• O1 Assessment team (latent) • O11 Data management (emerging) • I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	By this time, it is hoped that there is an established relationship between Ghana's NPM and the peer NPMs from regular online meetings, phone calls or email correspondence. The peer-learning meeting at NPM meeting 2 may only be the second time that they meet face-to-face and provides an opportunity to talk about the next set of tasks in the PISA 2025 cycle (e.g. Sampling Task 1, submission of questionnaires for verification and printing of materials if the PBA is chosen). The assessment instruments co-ordinator and data manager have previous experience in other large-scale national assessments but may need more support to carry out the tasks in accordance with the PISA Technical Standards as there are unfamiliar procedures to follow.

Table 15. CBIS workshop at NPM meeting 2

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	CBIS workshop at NPM meeting 2.	
Dates	January/February 2024 (0.5 day)	
Location	Bangkok, Thailand	
Target participants	CBIS NPM	
Capacity building goal	To be able to prepare a national quality assurance plan for PISA 2025 Field Trial implementation.	
Deliverables	• Agenda • Workshop material including the CBIS National Centre Quality Monitoring (NCQM) package for Field Trial • Workshop record with participant list	
Participant responsibilities	Viewing workshop material prior to the workshop.	
Administrative details	The workshop will be held as part of NPM meeting 2.	

Relevant documentation	• CBIS NCQM package for Field Trial, including:
	   ○ NCQM guide for NPM
	   ○ NCQM manual
	   ○ NCQM training programme
	   ○ NCQM report form	

International cost	Included in CBIS participation fee.	
In-country cost	See the in-country cost for NPM meeting 2.	
Relevant CNA indicator area	• O1 Assessment team (latent) • O10 Survey operations and logistics (PBA: emerging; CBA: latent)	• I1 National Project Manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	Capacity will be needed for planning quality assurance mechanisms to ensure survey operations for PBA are standardised, monitored and documented. The national quality assurance plan for the PISA 2025 Field Trial implementation will greatly assist with this capacity.	

Table 16. CBIS peer learning meeting on Field Trial preparation

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description
Title	CBIS peer learning meeting on Field Trial preparation
Dates	Early 2024 (before Field Trial)
Location	Online
Target participants	CBIS NPM, NSM, NDM, Survey operations and logistics manager
Capacity building goal	to continue preparation for the PISA 2025 Field Trial.
Deliverables	• Agenda • Online consultations with peer partners
Participant responsibilities	• Viewing relevant documents prior to the meeting. • Preparing questions/issues to discuss for the meeting.
Administrative details	Agenda and meeting material will be released 1 week prior to the meeting.
Relevant documentation	• Sampling guidelines • Data management manuals • Survey operations manuals
International cost	Included in CBIS PISA participation fee
In-country cost	0 EUR
Relevant CNA indicator area	• O1 Assessment team (latent) • O9 Target population and sampling (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • O11 Data management (emerging) • I1 National Project Manager (emerging) • I3 Sampling manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	Survey operations and logistics, data management, and data analysis and reporting have all been assessed as "emerging" in Ghana, based on their experience in the development and implementation of national assessments. This activity – part of the ongoing peer learning partnership for CBIS countries – will allow for further preparation for the Field Trial tasks.

Table 17. CBIS follow-up training on occupational coding

PISA 2025 Cycle

2023	2024	2025	2026
	⬆		Launch of ↑ National Report

Information category	Description
Title	CBIS follow-up training on occupational coding.
Dates	Early 2024 (1.5 hours)
Location	Online
Target participants	CBIS NPM
Capacity building goal	To be able to organise national-level tasks related to coding of occupational data by gaining deeper understanding of the tasks.
Deliverables	• Agenda • Relevant training material • Training record with participant list
Participant responsibilities	Viewing training material prior to the training.
Administrative details	• This is a supplementary training designed for CBIS participants, following on the initial session provided at NPM meeting 2 for all NPMs. • It is a tailored version of the initial session to CBIS participants' circumstances, allowing a conversation as to the best approach for organising coding of occupational data. • Agenda and training material will be released 1 week prior to the meeting.
Relevant documentation	Materials for coding occupational data that were released for NPM meeting 2.
International cost	Included in CBIS participation fee.
In-country cost	0 EUR
Relevant CNA indicator area	• O1 Assessment team (latent)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed)
Ghana's capacity needs to be addressed	Occupational coding will be carried out according to the international classification of occupation codes. This training will help the NPM understand what is needed in terms of coding and data management and will assist the data manager to train the necessary staff in coding occupational data.

Table 18. CBIS peer learning meeting on Main Survey preparation

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description
Title	CBIS peer learning activity on Main Survey preparation.
Dates	Mid 2024 (after Field Trial)
Location	Online
Target participants	CBIS NPM, NSM, NDM, Survey operations and logistics manager.
Capacity building goal	To continue preparation for the PISA 2025 Main Survey.
Deliverables	• Agenda • Online consultations with peer partners
Participant responsibilities	• Viewing relevant documents prior to the meeting. • Preparing questions/issues to discuss for the meeting.
Administrative details	Agenda and meeting material will be released 1 week prior to the meeting.
Relevant documentation	• Sampling guidelines • Data management manuals • Survey operations manuals
International cost	Included in CBIS PISA participation fee.
In-country cost	0 EUR
Relevant CNA indicator area	• O1 Assessment team (latent) • O9 Target population and sampling (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • O11 Data management (emerging)	• I1 National Project Manager (emerging) • I3 Sampling manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	Survey operations and logistics, data management, and data analysis and reporting have all been assessed as "emerging" in Ghana, based on their experience in the development and implementation of national assessments. This activity – part of the ongoing peer learning partnership for CBIS countries – will allow for further preparation for the Main Survey tasks.

Table 19. Release of pre-NPM meeting 3 resources

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	Release of pre-NPM Meeting 3 resources.	
Dates	October 2024	
Location	Online	
Target participants	NPM, Data analyst, NSM, NDM, National coder trainers, Survey operations and logistics manager.	
Capacity building goal	To understand the tasks that are required for implementing PISA 2025 Main Survey.	

Deliverables	• Resources relevant to the topics of NPM meeting 3. These resources will be released in a range of formats:
	    ○ Documentation
	    ○ Presentation (live or pre-recorded)
	    ○ Webinar
	    ○ Workshop
	• Virtual consultations with contractors will be scheduled as required.	

Participant responsibilities	• Viewing the resources. • Attending presentations, workshops, and consultations as required.	
Administrative details	The resources will be released on PISA Connect 4 weeks prior to the meeting.	
Relevant documentation	Draft agenda for NPM meeting 3.	
International cost	Included in PISA participation fee..	
In-country cost	0 EUR	
Relevant CNA indicator area	• O1 Assessment team (latent) • O9 Target population and sampling (emerging) • O10 Survey operations and logistics (PBA: emerging; CBA: latent) • O11 Data management (emerging) • O12 Data analysis and reporting (emerging)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I3 Sampling manager (emerging) • I4 Survey operations and logistics manager (PBA: emerging; CBA: latent) • I5 Data manager (not yet appointed) • I6 Data analyst (emerging)
Ghana's capacity needs to be addressed	Similar to the previous pre-NPM meeting resources, the pre-NPM meeting 3 resources will provide an opportunity for the wider Ghanaian team to engage with the materials that will be covered at NPM meeting 3 and ask questions related to the Ghanaian context.	

Table 20. NPM meeting 3

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	NPM meeting 3	
Dates	November 2024	
Location	Sydney, Australia	
Target participants	NPM (other target participants to be confirmed)	
Capacity building goal	To be able to implement PISA 2025 Main Survey by understanding the details of the associated tasks.	
Deliverables	- Agenda - Presentations and workshops on the following aspects of PISA 2025 Main Survey: - Review of Field Trial results - Proposed Main Survey instruments - Preparation for Main Survey - Individual consultations with contractors will be scheduled as required	
Participant responsibilities	- Viewing relevant documents that are released prior to the meeting. - Attending presentations, workshops, and consultations as required.	
Administrative details	- Up to two delegates from each participating country can attend the meeting. - Meeting invitation and draft agenda will be sent, and registration will open 3 months prior to the meeting.	
Relevant documentation	- Sampling guidelines - Survey operations manuals - Resources released 4 weeks prior to the meeting	
International cost	Included in PISA participation fee.	
In-country cost	Transport, accommodation, meals, incidentals and any other travel expenses for the delegates.	
Relevant CNA indicator area	- O1 Assessment team (latent) - O9 Target population and sampling (emerging) - O10 Survey operations and logistics (PBA: emerging; CBA: latent) - O11 Data management (emerging) - O12 Data analysis and reporting (emerging)	- I1 National Project Manager (emerging) - I2 Assessment instruments co-ordinator (not yet appointed) - I3 Sampling manager (emerging) - I4 Survey operations and logistics manager (PBA: emerging; CBA: latent A) - I5 Data manager (not yet appointed) - I6 Data analyst (emerging)
Ghana's capacity needs to be addressed	Presentations showing the results from the analyses from the Field Trial will enable Ghana to understand how to improve aspects related to survey operations and logistics, data management, and plan for data analysis and reporting.	

Table 21. CBIS peer learning meeting at NPM meeting 3

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	CBIS peer learning meeting at NPM meeting 3.	
Dates	A 30-minute meeting will be scheduled during NPM meeting 3 (November 2024).	
Location	Sydney, Australia	
Target participants	CBIS NPM (other target participants to be confirmed)	
Capacity building goal	To learn from a peer partner about how to complete Main Survey tasks of the following aspects in accordance with the PISA Technical Standards: • Coding • Data management	
Deliverables	A record of key points discussed at the meeting.	
Participant responsibilities	Preparing questions/issues to discuss at the peer learning meeting.	
Administrative details	CBIS Liaison Officer will co-ordinate to schedule the peer learning meeting.	
Relevant documentation	Documents and presentations that are released for NPM meeting 3.	
International cost	Included in CBIS participation fee.	
In-country cost	See the in-country cost for NPM meeting 3.	
Relevant CNA indicator area	• O1 Assessment team (latent) • O11 Data management (emerging)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I5 Data Manager (emerging)
Ghana's capacity needs to be addressed	As NPM meeting 3 will focus on aspects of sampling, data management, coding and survey operations. The peer learning meeting will enable Ghana's data manager and NPM to ask relevant questions related to the Ghanaian context and other questions about the material arising from NPM meeting 3. This is also a good opportunity to talk about the upcoming tasks for the Main Survey, for example, the assembly of paper booklets, organising the printing of booklets, recruiting and training test administrators, and planning staffing and resources for coding and data entry.	

Table 22. CBIS workshop at NPM meeting 3

PISA 2025 Cycle

2023	2024	2025	2026
			Launch of ↑ National Report

Information category	Description	
Title	CBIS workshop at NPM meeting 3.	
Dates	November 2024 (0.5 day)	
Location	Sydney, Australia	
Target participants	CBIS NPM (other target participants to be confirmed)	
Capacity building goal	To be able to prepare a national quality assurance plan for PISA 2025 Main Survey implementation based on lessons learned from Field Trial experience.	
Deliverables	- Agenda - Workshop material including the CBIS National Centre Quality Monitoring (NCQM) package for Main Survey - Workshop record with participant list	
Participant responsibilities	Viewing workshop material prior to the workshop.	
Administrative details	The workshop will be held as part of NPM meeting 3.	
Relevant documentation	CBIS NCQM package for Main Survey, including: - NCQM guide for NPM - NCQM manual - NCQM training programme - NCQM report form	
International cost	Included in CBIS participation fee.	
In-country cost	See the in-country cost for NPM meeting 3.	
Relevant CNA indicator area	- O1 Assessment team (latent) - O10 Survey operations and logistics (PBA: emerging; CBA: latent)	- I1 National Project Manager (emerging) - I4 Survey operations and logistics manager (PBA: emerging; CBA: latent)
Ghana's capacity needs to be addressed	Under the competent leadership of the NPM, the CBIS workshop at NPM meeting 3 will assist the assessment team to analyse the lessons learnt from the Field Trial. The preparation of the national quality assurance plan will allow the survey operations and logistics manager to plan better for the survey operations, logistics and implementation of the Main Survey.	

Table 23. Main Survey international training meeting

PISA 2025 Cycle

2023	2024	2025	2026
			Launch of ↑ National Report

Information category	Description	
Title	Main Survey international training meeting	
Dates	January 2025	
Location	Online	
Target participants	National coder trainers, NDM	
Capacity building goal	To be able to undertake national-level tasks related to PISA 2025 Main Survey: • Coding of constructed response items • Data management	
Deliverables	Training sessions and associated material that are catered for different domains and assessment delivery modes.	
Participant responsibilities	Viewing relevant documents that are released prior to the training.	
Administrative details	• Up to two National Coder Trainers per domain are expected to attend the coder training. • Meeting invitation and draft agenda will be sent, and registration will open 3 months prior to the meeting. • Training material will be released 2 weeks prior to the meeting.	
Relevant documentation	• Coding guides • Data management manuals	
International cost	Included in PISA participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	• O1 Assessment team (latent) • O11 Data management (emerging)	• I1 National Project Manager (emerging) • I2 Assessment instruments co-ordinator (not yet appointed) • I5 Data manager (not yet appointed)
Ghana's capacity needs to be addressed	Attendance at the Main Survey international training meeting will give Ghana's data manager further exposure and experience with working with a large dataset within an international assessment. The training will also enable the data manager to train others in Ghana with further data management skills.	

Table 24. CBIS peer learning webinar on using PISA data for stakeholder engagement

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	CBIS peer learning webinar on using PISA data for stakeholder engagement.	
Dates	After Main Survey national data file submission (1.5 hours).	
Location	Online	
Target participants	CBIS NPM, Data analyst	
Capacity building goal	To learn from a peer partner about how to use PISA data for stakeholder engagement from their practical experience.	
Deliverables	• Agenda • Presentation material • Meeting record with participant list	
Participant responsibilities	Preparing questions/issues to discuss at the peer learning meeting.	
Administrative details	CBIS Liaison Officer will co-ordinate to schedule the peer learning meeting.	
Relevant documentation	Documents that have been released regarding reporting and dissemination.	
International cost	Included in CBIS participation fee.	
In-country cost	0 EUR	
Relevant CNA indicator area	• O12 Data analysis and reporting • O13 Dissemination and communication	• I6 Data analyst
Ghana's capacity needs to be addressed	The peer learning meeting can help Ghana's team build their capacity to: • Tailor products and approaches to reporting and dissemination to different stakeholder groups. • Analyse and interpret PISA data and to use the PISA data in the national context.	

Table 25. Analysis and reporting partnership option

PISA 2025 Cycle

2023	2024	2025	2026

Launch of ↑
National Report

Information category	Description	
Title	Analysis and reporting (A&R) partnership option.	
Dates	April-December 2026 (nine months)	
Location	Part of the period will take place at the OECD in Paris, France, and the remaining part will take place in-country.	
Target participants	Lead analyst of PISA participants.	
Capacity building goal	To be able to: • Analyse and interpret PISA data. • Draft the PISA 2025 National Report. • Develop a communication strategy. • Disseminate the results. • Use the results and their policy implications in the national context.	
Deliverables	• A strategy for communicating and disseminating PISA results. • A country report presenting PISA results.	
Participant responsibilities	• Being available to stay in Paris from a period of time between April and September 2026. • Sharing the capacity building experience within their PISA National Centre.	
Administrative details	• The partnership option is offered by the OECD and targeted at lead analysts from PISA National Centres. • The participation fee includes travel and per diem (for covering the accommodation and meal costs) for the lead analyst. • The partnership option will conclude with the launch of their PISA national report in December 2026.	
Relevant documentation	National data from PISA 2025 Main Survey.	
International cost	Included in the A&R participation fee (250 000 EUR).	
In-country cost	• Insurance and other travel expenses for the lead analysist. • The salary of the lead analyst continues to be paid by the employer.	
Relevant CNA indicator area	• O12 Data analysis and reporting (emerging) • O13 Dissemination and communication (emerging)	• I6 Data analyst (emerging)
Ghana's capacity needs to be addressed	NaCCA and WAEC both have in-house data analysis specialists – including psychometricians – and results from national large-scale assessments are widely disseminated through the media. However, currently there is no tailoring of results to different stakeholders. The A&R option will provide opportunities to build capacity in all of these areas.	

Annex A. CBIS Capacity Needs Assessment Framework

Dimensions

The capacity assets and needs to successfully implement PISA 2025 are structured into three dimensions:

1. **The enabling environment**: Focuses on the context of large-scale assessments in the country at the system level. This dimension addresses more general aspects of the assessment system, such as policies and regulations, institutional arrangements, and funding.

2. **The organisational level**: Focuses on capacity assets and needs to implement large-scale assessments at the national level. Organisational aspects of managing, designing, implementing, and analysing data from large-scale assessments are covered, with a focus on the implementation of PISA.

3. **The individual level**: Focuses on the key roles and responsibilities, and the knowledge, skills and experience required to successfully complete the diverse PISA tasks.

Through these three dimensions, the CNA covers capacity assets and needs that are required to successfully implement PISA within the broader context of current and desired future capacities of a sustained assessment system.

Indicators

For each dimension, several capacity indicators are defined. The following areas are covered:

- **Enabling environment**: E1 Assessment system structure, E2 Legislation or policy, E3 Leadership, E4 Institutional arrangements, E5a Funding, E5b Funding from donors, E6 Use of assessment data, E7 Educational Management Information System

- **Organisational level**: O1 Assessment team, O2 Mobilisation of funding, O3 Temporary staff, O4 Physical infrastructure, O5 IT infrastructure and support, O6 Security policies and procedures, O7 Instrument development, O8 Translation and linguistic quality control, O9 Target population and sampling, O10 Survey operations and logistics, O11 Data management, O12 Data Analysis and reporting, O13 Dissemination and communication

- **Individual level**: I1 National Project Manager, I2 Assessment instruments co-ordinator, I3 Sampling manager, I4 Survey operations and logistics manager, I5 Data manager, I6 Data analyst, I7 Information Technology co-ordinator, I8 Communication in English.

A complete description of capacity indicators is included in Annex B.

Rating criteria

Rating criteria are defined for each indicator area to support the assessment and to identify capacity assets and needs. Three criteria are differentiated:

- **Latent**: There is little or no capacity [in this indicator area] -- significant capacity building required.

- **Emerging**: There is some capacity [in this indicator area] -- capacity building required.

- **Established**: There is sufficient capacity [in this indicator area] -- capacity building optional.

Annex B. CBIS Capacity Needs Assessment Indicators

Table A B.1. Enabling Environment

ENABLING ENVIRONMENT							
E1 Assessment system structure	E2 Legislation or policy	E3 Leadership	E4 Institutional arrangements	E5a Funding	E5b Funding from donors	E6 Use of assessment data	E7 Educational Management Information System
Large-scale assessment programmes form part of the assessment system to provide performance data in key learning domains and relevant context data at key stages of primary and secondary school education at relevant levels of the education system.	The large-scale assessment programmes that form part of the assessment system are guided by legislation or policy.	The government demonstrates senior leadership and political will in support of large-scale assessments. A strategy is in place to promote participation, effective implementation and dissemination of results amongst all relevant national stakeholders.	The government has well-established institutional arrangements for large-scale assessments with clear accountability mechanisms.	The government provides sufficient and stable funding for large-scale assessments.	The government receives funding from donors for large-scale assessments.	Government and key stakeholders have capacity to use data from large-scale assessments for evidence-based education policy and planning.	The government has developed a system for the collection, integration, processing, maintenance and use of data and information related to school, teachers and students.

Table A B.2. Organisational Level

ORGANISATIONAL LEVEL					
O1 Assessment team	O2 Mobilisation of funding	O3 Temporary staff	O4 Physical infrastructure	O5 IT infrastructure and support	O6 Security policies and procedures
There is a dedicated and skilled assessment team to complete the diverse tasks associated with large-scale assessments, including management, instrument development, translation and linguistic quality control, test design, sampling, survey operations and logistics, data management, data analysis, reporting and dissemination. Capacity-building is provided for assessment centre staff.	The large-scale assessment centre is able to mobilise the allocated funds to complete the diverse tasks associated with large-scale assessments. Funding is also mobilised to provide for capacity-building of assessment centre staff.	Clear and transparent criteria and procedures are in place for recruiting and remunerating temporary staff, including translators and reconcilers, test administrators, quality monitors, coders of constructed response items, coders of occupational data, and data entry and data management support staff.	The physical infrastructure of the large-scale assessment centre is adequate, i.e. there is sufficient and secure office space, meeting rooms, telephones with international access, secure facilities for data processing, coding operations and storage of assessment material.	The IT infrastructure of the large-scale assessment centre is adequate, i.e. there are computers running Windows with up-to-date Microsoft Office, high bandwidth internet connection, secure networked environment, secure servers, cloud access/ storage, printers, copiers, scanners and email. Necessary specialized software licenses are identified, acquired, installed and maintained. IT personnel is available to support the assessment team in all IT-related aspects.	Security policies and procedures are established to ensure assessment material and data is kept secure and confidential. Legally binding measures are in place to ensure compliance (e.g. confidentiality agreements).

ORGANISATIONAL LEVEL cont.						
O7 Instrument development	O8 Translation and linguistic quality control	O9 Target population and sampling	O10 Survey operations and logistics	O11 Data management	O12 Data analysis and reporting	O13 Dissemination and communication
Quality assurance mechanisms are in place to ensure the assessment instruments are reliable, valid and fair.	Where assessment instruments are developed in multiple languages, linguistic quality assurance procedures are in place to ensure the items are linguistically and psychometrically equivalent across multiple languages.	The sample frame provides complete coverage of the defined target population. Practicalities for assessing the target population are considered in the sampling design. Exclusions are clearly defined and documented.	Quality assurance mechanisms are in place to ensure survey operations are standardized, monitored and documented. Measures are in place to ensure participation and to monitor response rates.	Quality assurance mechanisms are in place to ensure the final database is free from discrepancies and errors, appropriately structured and documented.	Technically sound and appropriate data analysis techniques are used to provide analytical results that permit valid and useful inferences about the population(s) of interest. Analytical results are fully documented and reproducible.	Appropriate products and approaches to reporting and dissemination are tailored to the different stakeholder groups and promote appropriate and effective use of the assessment data and results by those groups.

Table A B.3. Individual Level

INDIVIDUAL LEVEL							
I1 National Project Manger	I2 Assessment instruments co-ordinator	I3 Sampling manager	I4 Survey operations and logistics manager	I5 Data manager	I6 Data analyst	I7 IT co-ordinator	I8 Communi-cation in English
There is an appropriately skilled and experienced National Project Manager with decision-making authority within the assessment centre to lead the assessment team and to oversee all assessment activities. The National Project Manager is employed on a full-time basis for the duration of the assessment cycle.	The national-level tasks related to the assessment instruments are overseen by an appropriately skilled and experienced assessment instruments manager, including organisation of translation, adaptation and verification, coding of constructed response items and coding of occupational data. Domain and contextual experts are engaged to assist with national item review, linguistic and contextual adaptation, supervising coders and interpretation of findings.	The national-level sampling tasks are overseen and managed by an appropriately skilled and experienced sampling manager. Experience in sampling design and in the use of scientific sampling methods is desirable.	The survey operations and logistics tasks are organised and overseen by an appropriately skilled and experienced survey operations and logistics manager, including preparation of school-level materials, school contact and co-ordination, assessment logistics, test administration and training, and national quality monitoring. A good understanding of the security and confidentiality requirements, and the technical support requirements for computer-based delivery (as applicable) is critical.	The data-related activities at the national level are overseen and managed by an appropriately skilled and experienced data manager. Experience is in data management, data processing, quantitative data analysis and using statistical packages, such as SPSS, SAS, STATA or R is desirable.	There is a senior data analyst who is appropriately skilled and experienced in quantitative data analysis and using statistical packages (e.g. SPSS, SAS, STATA or R), to assist with national-level data analysis and reporting. Familiarity with Item Response Theory and interpretation of item statistics is desirable. Experience with methods for calculating appropriate standard errors of statistics in complex survey designs to support interpretation of assessment results is critical.	The team has a full-time IT co-ordinator for PISA's IT-related activities for the implement ation of the computer-based survey within schools in their country/ec onomy (if this option is taken).	The National Centre ensures that qualified staff are available to respond to requests in English from the OECD and international contractors during all stages of the project.

PISA
Capacity Building Plan: Ghana

The Organisation for Economic Co-operation and Development (OECD)'s Programme for International Student Assessment (PISA) measures 15-year-olds' ability to use their reading, mathematics and science knowledge and skills to meet real-life challenges.

Based on the experiences of the support programmes provided in PISA previously, PISA 2025 offers new participants the Capacity Building and Implementation Support (CBIS) option. CBIS aims at providing new participants with specific and targeted support for their successful implementation of PISA 2025.

At the outset of CBIS, a Capacity Needs Assessment is carried out to assess the participants' capacity to implement PISA. According to the needs identified in the assessment, a Capacity Building Plan is prepared for CBIS participants to assist with planning for strengthening their capacity to implement PISA.

The results from the *Capacity Needs Assessment: Ghana* report have been used to design this capacity building plan for Ghana that will be implemented by the OECD, its contractors, and Ghana's Ministry of Education throughout the PISA 2025 cycle.