# **Egypt** Capacity Building Plan

Programme for International Student Assessment



# PISA CAPACITY BUILDING PLAN: EGYPT



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
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

#### **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.<sup>1</sup> 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.<sup>2</sup> 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<sup>3</sup> 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).

<sup>&</sup>lt;sup>1</sup> With the exception of PISA 2022, which was implemented four years after PISA 2018 due to the COVID-19 pandemic.

<sup>&</sup>lt;sup>2</sup> www.oecd.org/pisa/innovation/learning-digital-world/

<sup>&</sup>lt;sup>3</sup> 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 Egypt.

#### 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.

#	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
3	March 2023	CBIS workshop at NPM meeting 1	Lisbon, Portugal	CBIS NPM, Assessment instruments co-ordinator
9	June-July 2023	CBIS peer learning meeting on translation and adaptation	Online/ possibly in- person	Translation and adaptation team from Egyptian PISA National Centre
10	October 2023	Release of pre-NPM meeting 2 resources	Online	NPM, National Sampling Manager (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	Jan/Feb 2024	CBIS peer learning meeting on survey operations and logistics (if CBA)	Online	CBIS NPM, Egyptian survey operations and logistics team
16	Early 2024	CBIS follow-up training on occupational coding	Online	CBIS NPM
17	Jan/Feb 2024	CBIS peer learning meeting on coding operations	Online	CBIS NPM, Egyptian coding operations team
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

## Table 1. Capacity building opportunities in PISA 2025

#### 4. Capacity building plan for Egypt

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 Egypt'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.

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 an Framework.	re aligned to the PISA 2025 Science Assessment	
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	<ul><li>Viewing the workshop materials.</li><li>Working on practical activities as a self-guided study.</li></ul>		
Administrative details	<ul> <li>Interested PISA participants were provided with access information.</li> <li>The workshop material will be made available for an extended period of time as a capacity building resource.</li> </ul>		
Relevant documentation	All relevant documentation was provided within the world	kshop.	
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 (emerging)	
Egypt's capacity needs to be addressed	understanding of the quality assurance processes that opportunity to submit their own items and receive feedb These will assist the Egyptian team with improving thei assurance procedures in item development. It will also p	r assessment design expertise and enhance their quality rovide them with a greater understanding of the reasoning a items which will in turn improve the relevant instrument	

#### Table 2. Science item development online workshop

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## Table 3. CBIS peer learning webinar on CBA implementation

	PISA 202.	Jeyele			
2023	2024	202	5	2026	
				Launch of National Report	
Information category		Descrip	otion		
Title	CBIS peer learning webinar on CBA implen	nentation			
Dates	23 January 2023 (1.5 hours)				
Location	Online				
Target participants	CBIS NPM, Survey operations and logistics	s manager			
Capacity building goal	To learn from a peer partner about how to i	mplement CBA fo	r the first time in	PISA.	
Deliverables	<ul> <li>Agenda</li> <li>Presentation(s) provided by peer partner</li> <li>A record of key points discussed at the webinar</li> <li>Participant list</li> </ul>				
Participant responsibilities	Preparing questions/issues to discuss at the peer learning webinar.				
Administrative details	CBIS Liaison Officer will co-ordinate with O	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	<ul> <li>O1 Assessment team (emerging O5 IT infrastructure and support</li> <li>O10 Survey operations and logis established; CBA: latent)</li> </ul>	(established)	<ul> <li>I4 Sur (PBA)</li> <li>I7 Info</li> </ul>	tional Project Manager (established) rvey operations and logistics manager A: established; CBA: latent) ormation technology co-ordinator (PBA: olished; CBA: latent)	
Egypt's capacity needs to be addressed	Egypt has never implemented a computer- Egyptian National Centre team to make an future follow up meetings with the peer part The webinar can assist the Egyptian Nation • Understanding an overview of C • Identifying advantages and chall • Planning solutions for the challe • Defining resources needed.	informed decisior iner if Egypt select nal Centre team w BA. lenges associated	regarding the m ts CBA delivery. ith:	ode of delivery. It will also help facilitate	

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## Table 4. Release of pre-NPM meeting 1 resources

	PISA 20	25 Cycle		
2023	2024	2025		2026
1				Launch of ↑ National Report
Information category		Descriptio	n	
Title	Release of pre-NPM meeting 1 resource	S		
Dates	February 2023			
Location	Online			
Target participants	NPM, Assessment instruments co-ordina	tor, Survey operations	and logistics m	anager.
Capacity building goal	To understand an overview of PISA 202	5 in preparation for NPI	I meeting 1.	
Deliverables	<ul> <li>Resources relevant to the topics of NPM meeting 1. The resources will be released in a range of formats:         <ul> <li>Documentation</li> <li>Presentation (live or pre-recorded)</li> <li>Webinar</li> <li>Workshop</li> </ul> </li> <li>Virtual consultations with contractors will be scheduled as required.</li> </ul>			
Participant responsibilities	<ul><li>Viewing the resources.</li><li>Attending presentations, workshops and consultations as required.</li></ul>			
Administrative details	The resources will be released on PISA	Connect four weeks pri	or to NPM meet	ting 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	<ul> <li>E4 Institutional arrangements (emerging)</li> <li>O1 Assessment team (emerging)</li> <li>O8 Translation and linguistic quality control (emerging)</li> <li>O10 Survey operations and logistics (PBA: established; CBA: latent)</li> <li>I1 National Project Manager (established)</li> <li>I2 Assessment instruments co-ordinator (emerging)</li> <li>I4 Survey operations and logistics manager (PBA: established; CBA: latent)</li> </ul>			
Egypt's capacity needs to be addressed	While the NPM meeting will be attended opportunity for the wider Egyptian team meeting 1, and ask questions related to These will assist the National Centre tea the PISA 2025 Technical Standards and opportunity for the teams working in the to raise any questions they may have ab	to engage with the reso he Egyptian context. m and NPM in preparin organise their institutio areas of translation and	burces that will I g for upcoming nal arrangemen I adaptation, an	tasks, ensure that they are familiar with ts. It will also be an especially beneficial d assessment instrument co-ordination,

## Table 5. Release of pre-NPM meeting 1 resources

	PISA 2	025 Cycle			
2023	2024	2025	2026		
1			Launch of ↑ National Report		
Information category		Description			
Title	CBIS workshop after release of pre-NP	M meeting 1 resources.			
Dates	February 2023 (2 hours)				
Location	Online				
Target participants	CBIS NPMs, Assessment instruments	co-ordinator			
Capacity building goal	<ul> <li>To understand the purpose and its activities of NPM meeting 1.</li> <li>To confirm the establishment of the PISA National Centre.</li> <li>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.</li> </ul>				
Deliverables	<ul> <li>Agenda of the workshop</li> <li>Workshop material on:         <ul> <li>National Centre</li> <li>General conside</li> </ul> </li> <li>Workshop record with partice</li> </ul>	erations for assessment delivery mode	S		
Participant responsibilities	Viewing workshop material prior to the	workshop.			
Administrative details	The workshop will take place after the r	elease of pre-NPM meeting 1 resource	es.		
Relevant documentation	Agenda and resources for NPM meetin	g 1.			
International cost	Included in CBIS participation fee.				
In-country cost	0 EUR				
Relevant CNA indicator area	O1 Assessment team (emerging) I1 National Project Manager (established)				
Egypt's capacity needs to be addressed	This meeting will provide customised support to the Egyptian NPM to ensure they are aware of all the upcoming tasks and will assist in identifying any issues that might need to be followed up. An overview of the requirements of each mode of delivery and further understanding of the logistics and survey operations associated with each mode will assist in deciding the most suitable format of delivery for Egypt. It will also provide information that can be utilised during implementation and address any gaps in knowledge.				

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## Table 6. New NPM meeting

2023	2024	2025	2026		
1			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 under meeting 1.	pin the key aspects of PISA 2025 in pro	eparation for full engagement in NPM		
Deliverables	<ul> <li>Overview of PIS</li> <li>PISA Technical</li> <li>Timeline and re</li> </ul>	Standards	)25:		
Participant responsibilities	Viewing meeting material prior to the m	eeting.			
Administrative details	New NPM meeting will take place one of	day before NPM meeting 1.			
Relevant documentation	<ul> <li>PISA 2025 Technical Standards</li> <li>PISA 2025 NPM Manual</li> <li>Agenda and materials for NPM meeting 1</li> </ul>				
International cost	Included in PISA participation fee.				
In-country cost	See the in-country cost for NPM meetir	ng 1.			
Relevant CNA indicator area	O1 Assessment team (emerging)	I1 National Proje	ect Manager (established)		
Egypt's capacity needs to be addressed	also assist them in planning their time possible from the opportunity to meet th During the meeting, CBIS assistance wi	e during the week of meetings to ensu- neir peers and relevant experts. Il help the NPM address any issues the s, and directing them to the applicat	ully with all the NPM meeting tasks. It will ure they are able to benefit as much as y might have by following up their queries, ole documentation and references. The nowledge in the relevant areas.		

## Table 7. NPM meeting 1

2023	2024	2025		2026
1				Launch of † National Report
Information category		Descriptio	on	
Title	NPM meeting 1			
Dates	13-17 March 2023 (4.5 days)			
Location	Lisbon, Portugal			
Target participants	NPMs, Assessment instruments co-ordinato	r		
Capacity building goal	To be able to plan and prepare for PISA 202	25 Field Trial by un	derstanding detai	ls of the associated tasks.
	<ul> <li>Agenda</li> <li>Presentations and workshops or         <ul> <li>Frameworks (science</li> <li>Integrated design ar</li> <li>Field Trial assessme</li> <li>PISA technical stance</li> <li>Assessment platform</li> <li>Translation, adaptate</li> <li>Survey operations</li> </ul> </li> <li>Individual consultations with con</li> </ul>	e, Living in the Digi Id adaptive testing ent instruments dards n ion and verification	tal World, questic	onnaire)
Participant responsibilities Administrative details	<ul><li>Viewing relevant documents that</li><li>Attending presentations, workship</li></ul>	are released prior ops and consultatio	to the meeting. ns as required.	eeting. The NPM and the National
	<ul> <li>Centre person responsible for translation, adaptation and verification are expected to attend.</li> <li>Meeting invitation will be sent, and registration will open 3 months prior to the meeting.</li> </ul>			
Relevant documentation	<ul> <li>PISA 2025 Technical Standards.</li> <li>Translation and adaptation guide</li> <li>Resources released 4 weeks private</li> </ul>	lines.	· · · · · ·	
International cost	Included in PISA participation fee.			
In-country cost	Transport, accommodation, meals, incident	als and any other tr	avel expenses for	r the delegates.
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emerging</li> <li>O5 IT infrastructure and support</li> <li>O7 Instrument development (em</li> <li>O8 Translation and linguistic qua (emerging)</li> <li>O10 Survey operations and logis established; CBA: latent)</li> </ul>	(established) erging) lity control	<ul> <li>I2 Asses (emerg</li> <li>I4 Surve</li> </ul>	nal Project Manager (established) ssment instruments co-ordinator ing) ey operations and logistics manager sstablished; CBA: latent)
Egypt's capacity needs to be addressed	The meeting will cover all aspects of PISA to overview of the upcoming tasks, increase the resources and time to tasks, and provide the It will be an important opportunity to meet develop a relationship of mutual learning and	eir understanding o em with the opporture or the opporture of the opporture of the opportung of the opport of the	of the requirement unity to ask their p	s, assist the NPM in allocating suitabl beers and experts for their advice.

## Table 8. CBIS peer learning meeting at NPM meeting 1

	F 15A 202	is cycle	
2023	2024	2025	2026
1			Launch of ↑ National Report
Information category		Description	
Title	CBIS peer learning meeting at NPM meet	ing 1	
Dates	A 30-minute meeting will be scheduled du	ring NPM meeting 1 (13-17 March 2	2023).
Location	Lisbon, Portugal		
Target participants	CBIS NPM, Assessment instruments co-c	ordinator	
Capacity building goal	To learn from a peer partner about how to PISA Technical Standards: • Translation, adaptation and ve • Survey operations	·	llowing aspects in accordance with the
Deliverables	A record of key points discussed at the m	eeting.	
Participant responsibilities	Preparing questions/issues to discuss at t	•	
Administrative details	CBIS Liaison Officer will co-ordinate to sc	hedule the peer learning meeting.	
Relevant documentation	Documents and presentations that are rel	eased 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	<ul> <li>O1 Assessment team (emergin</li> <li>O8 Translation and linguistic q (emerging)</li> <li>O10 Survey operations and log established; CBA: latent)</li> </ul>	uality control • I2 As (eme gistics (PBA: • I4 Su	tional Project Manager (established) sessment instruments co-ordinator erging) rvey operations and logistics manager A: established; CBA: latent)
Egypt's capacity needs to be addressed	This session will present the experience tasks required for the Field Trial. They w transfer their experience to the CBIS NPM As a first time PISA participant, learning fr apply during their PISA experience will he	of a participating country that was vill provide key details that helped As. rom experiences of other countries	able to successfully implement the PISA them achieve a successful outcome and and having key takeaways that Egypt can

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## Table 9. CBIS workshop at NPM meeting 1

	PISA 20	025 Cycle	
2023	2024	2025	2026
1			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	<ul> <li>Agenda</li> <li>Workshop material including</li> <li>Workshop record with participe</li> </ul>	•	
Participant responsibilities	Viewing workshop material prior to the w	vorkshop.	
Administrative details	The workshop will be held as part of NP	M meeting 1.	
Relevant documentation	<ul> <li>PISA 2025 NPM manual</li> <li>PISA 2025 Technical Standa</li> <li>CBIS Project Implementation</li> <li>CBIS National Centre compo</li> </ul>	Plan	
International cost	Included in CBIS participation fee.		
In-country cost	See the in-country cost for NPM meeting	g 1.	
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emerg</li> <li>O5 IT Infrastructure and supp</li> <li>O7 Instrument development (</li> <li>O8 Translation and linguistic (emerging)</li> <li>O9 Target population and san (emerging)</li> <li>O10 Survey operations and le established; CBA: latent)</li> </ul>	ort (established) (emerging) quality control mpling	<ul> <li>11 National Project Manager (established)</li> <li>12 Assessment instruments co-ordinator (emerging)</li> <li>13 Sampling manager (emerging)</li> <li>14 Survey operations and logistics manager (PBA: established; CBA: latent)</li> </ul>
Egypt's capacity needs to be addressed	As part of the CBIS option, a set of tools	PM understand how these tool	d relating to quality assurance and monitoring. s can be used to support adherence to PISA oses this option.

## Table 10. CBIS peer learning meeting on translation and adaptation

	110/11	2023 Cycle		
2023	2024	2025	;	2026
1				Launch of † National Report
Information category		Desc	ription	
Title	CBIS peer learning meeting on transl	ation and adaptation.		
Dates	June/July 2023 (1.5 hours)			
Location	Online			
Target participants	Translation and adaptation team from	Egyptian PISA Natio	nal Centre.	
Capacity building goal	To learn from a peer partner about tra	anslation and adaptati	on matters for Field Tria	al.
Deliverables	An online meeting is to be scheduled Egyptian team will be able to ask ther The meeting will focus on the followin • Localisation and adaptatio • Diacritics use, grammar ar • Platform usage and tips. • Experiences and lessons I • An overview of timelines a	n questions and learn g aspects: n choices. nd punctuation decision earnt from previous c	from their experience.	
Participant responsibilities	<ul> <li>Preparing relevant questions for the peer partner.</li> <li>Ensuring that the translation and adaptation team is familiar with the materials and have attempted translating and adapting them.</li> </ul>			
Administrative details	CBIS Liaison Officer will co-ordinate t		earning meeting.	
Relevant documentation	<ul> <li>PISA 2025 NPM Manual</li> <li>PISA 2025 Technical Standards</li> <li>PISA 2025 Translation and Adaptation Guidelines</li> <li>Guidelines for OmegaT</li> </ul>			
International cost	Included in CBIS participation fee.			
In-country cost	See the in-country cost for NPM mee	ting 1.		
Relevant CNA indicator area	<ul> <li>O7 Instrument developme</li> <li>O8 Translation and linguis (emerging)</li> </ul>		I2 Assessi (emerging)	ment instruments co-ordinator ))
Egypt's capacity needs to be addressed	This meeting will provide the Egyptian a previous PISA participant and as ambiguities about the translation and of the instruments and improved instr	k questions relevant adaptation process. T	to the translation and his will assist them in pr	adaptation process to clarify any

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## Table 11. Release of pre-NPM meeting 2 resources

	PISA 20	25 Cycle	
2023	2024	2025	2026
1			Launch of ↑ National Report
Information category		Description	
Title	Release of pre-NPM meeting 2 resourc	es	
Dates	October 2023		
Location	Online		
Target participants	NPM, NSM, NDM, Assessment instrum	ents co-ordinator, Survey operation	s and logistics manager.
Capacity building goal	To understand the tasks that are require	ed for implementing PISA 2025 Fiel	d Trial.
Deliverables	formats: Documentation Presentation (liv Webinar Workshop.	pics of NPM meeting 2. These reso e or pre-recorded) ntractors will be scheduled as requi	nurces will be released in a range of red.
Participant responsibilities	<ul><li>Viewing the resources.</li><li>Attending presentations, work</li></ul>	kshops, and consultations as requi	red.
Administrative details	The resources will be released on PISA	Connect 4 weeks prior to NPM me	eeting 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	<ul> <li>O1 Assessment team (emer O9 Target population and sa (emerging)</li> <li>O10 Survey operations and established; CBA: latent)</li> <li>O11 Data management (established)</li> </ul>	mpling team • 12 (e ogistics (PBA: • 13 • 14 ablished) (F	National Project Manager (established) Assessment instruments co-ordinator emerging) Sampling manager (emerging) Survey operations and logistics manager PBA: established; CBA: latent) Data manager (established)
Egypt's capacity needs to be addressed	Egyptian team to engage with the mate Egyptian context. These will assist the National Centre te 2025 Technical Standards. It will also	erials that will be covered at NPM am in preparing for upcoming tasks be an especially beneficial opport ampling, survey operations and data	rces will provide an opportunity for the wide meeting 2 and ask questions related to the s and ensure they are familiar with the PIS/ unity for the teams working in the areas of a to raise any questions they may have about

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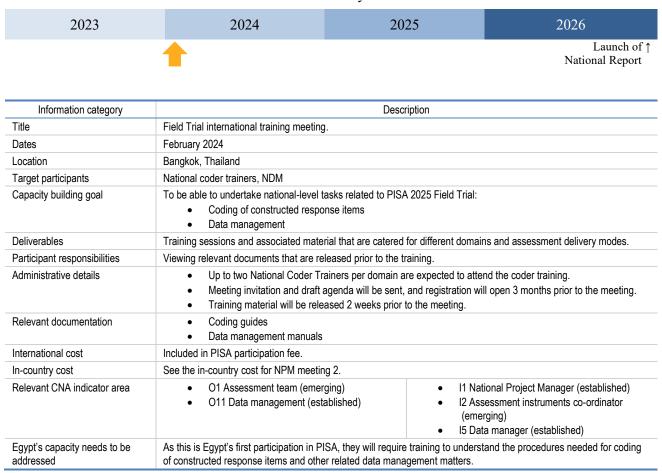
## Table 12. NPM meeting 2

	PISA 202	.5 Cycle	
2023	2024	2025	2026
	1		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 detai	Is of the associated tasks.
Deliverables	<ul> <li>Sampling</li> <li>Data management</li> <li>Coding (cognitive i</li> <li>Survey operations</li> </ul>	on the following aspects of PISA tems, occupational data) intractors will be scheduled as re	
Participant responsibilities		at are released prior to the meet hops and consultations as requi	
Administrative details		participating country can attend anda will be sent, and registratio	the meeting. In will open 3 months prior to the meeting.
Relevant documentation	Resources released 4 weeks prior to the n	neeting.	
International cost	Included in PISA participation fee.		
In-country cost	Transport, accommodation, meals, incider	ntals and any other travel expen	ses for the delegates.
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emergin</li> <li>O9 Target population and samp (emerging)</li> <li>O10 Survey operations and log established; CBA: latent)</li> <li>O11 Data management (establ</li> </ul>	pling 12 (t istics (PBA: 13 14 ished) (t	National Project Manager (established) 2 Assessment instruments co-ordinator emerging) 3 Sampling manager (emerging) 4 Survey operations and logistics manager PBA: established; CBA: latent) 5 Data manager (established)
Egypt's capacity needs to be addressed	sampling, data management and survey o Completion of Sampling Task 4 Completion of the school-level Completion of all Field Trial coo	unity for the Egyptian team to be perations for PISA 2025. The tir I material adaptation form to Egy ding guide workflows.	ecome more familiar and confident with the

PISA 2025 Cycle

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#### Table 13. Field Trial international training meeting



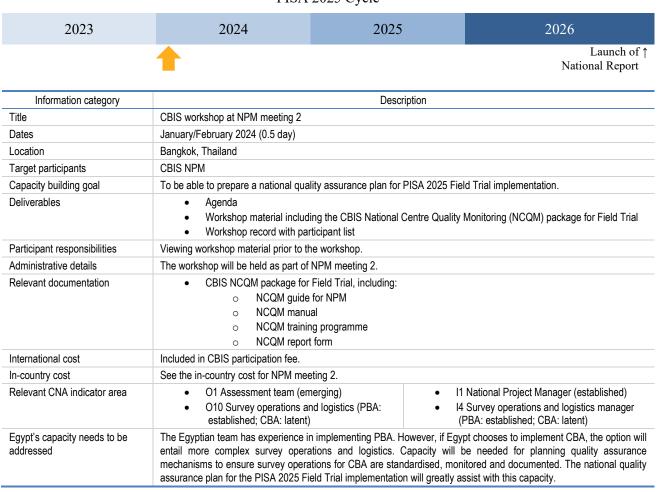
## Table 14. CBIS peer learning meeting at NPM meeting 2

	11011 -	J25 Cycle	
2023	2024	2025	2026
	1		Launch of National Report
Information category		Description	
Title	CBIS peer learning meeting at NPM me	eting 2	
Dates	A 30-minute meeting will be scheduled	during NPM meeting 2 (January/Feb	ruary 2023)
Location	Bangkok, Thailand		
Target participants	CBIS NPM, NDM		
Capacity building goal	To learn from a peer partner about how PISA Technical Standards: Coding Data management	to complete Field Trial tasks of the f	ollowing aspects in accordance with the
Deliverables	A record of key points discussed at the	meeting.	
Participant responsibilities	Preparing questions/issues to discuss a	t 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 r	eleased for NPM meeting 2.	
International cost	Included in CBIS participation fee.		
In-country cost	See the in-country cost for NPM meetin	g 2.	
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emergenerit)</li> <li>O11 Data management (established)</li> </ul>	ablished) • I2 A (en	lational Project Manager (established) ssessment instruments co-ordinator nerging) lata manager (established)
Egypt's capacity needs to be addressed	partners, and it is hoped that they will h The peer-learning meeting at NPM mee opportunity to talk about the next set of ta	ave had regular online meetings an ave an established relationship. ting 2 may only be the second time asks in the PISA 2025 cycle (e.g. San	d correspondence with one or more pee that they meet face-to-face and provide an upling Task 1, submission of questionnaires nd further strengthen their peer learning

#### PISA 2025 Cycle

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#### Table 15. CBIS workshop at NPM meeting 2

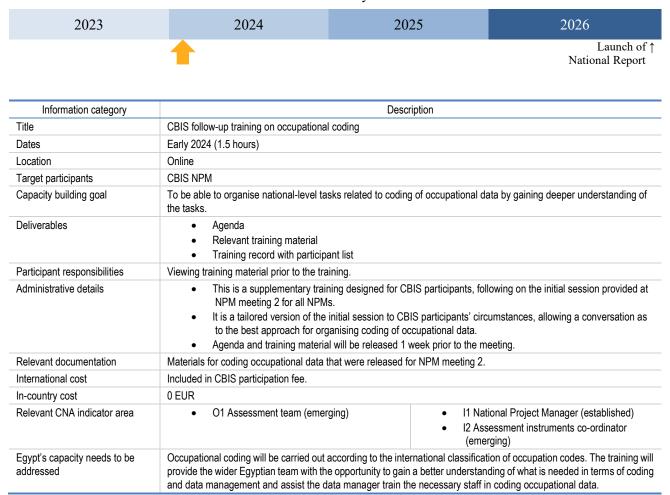


## Table 16. CBIS peer learning meeting on survey operations and logistics

2023	2024	2025	2026			
	1		Launch of ↑ National Report			
Information category		Description				
Title	CBIS peer learning meeting on survey operations a	and logistics.				
Dates	January/February 2024 (1.5 hours)					
Location	Online					
Target participants	Egyptian survey operations and logistics team.					
Capacity building goal	To learn from a peer partner about survey operatio	ns and logistics matters for Field Trial.				
Deliverables	An online meeting is to be scheduled with a peer partner that will be using the same mode of delivery as the Egyptian team. The Egyptian team will be able to ask them questions and learn from their experience.					
Participant responsibilities	<ul><li>Preparing relevant questions for the pe</li><li>Ensure that team attending has a good</li></ul>		l logistics requirements.			
Administrative details	CBIS Liaison Officer will coordinate to schedule the	e peer learning meeting.				
Relevant documentation	<ul><li>PISA 2025 NPM Manual</li><li>PISA 2025 Technical Standards</li></ul>	PISA 2025 NPM Manual				
International cost	Included in CBIS participation fee.					
In-country cost	See the in-country cost for NPM meeting 1					
Relevant CNA indicator area	<ul> <li>O10 Survey operations and logistics (PE established; CBA: latent)</li> </ul>	<ul><li>(emerging)</li><li>I4 Survey op</li></ul>	t instruments co-ordinator erations and logistics manager shed; CBA: latent)			
Egypt's capacity needs to be addressed	This meeting will aim to increase the Egyptian tea experiences and the opportunity to respond to que ahead with CBA, as it will be the first time the Natio This session will provide the survey and logistics to peer partner during their PISA implementation inclu lessons learnt.	estions. This will be especially relevar onal Centre implements CBA. eam with an overview of the relevant s	t if the Egyptian team selects to go specific steps that were taken by the			

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#### Table 17. CBIS follow-up training on occupational coding



## Table 18. CBIS peer learning meeting on coding operations

	1 ISA 2023	eyere	
2023	2024	2025	2026
	1		Launch of National Report
Information category		Description	
Title	CBIS peer learning meeting on coding oper	ations.	
Dates	January/February 2024 (1.5 hours)		
Location	Online		
Target participants	Egyptian coding operations team		
Capacity building goal	To learn from a peer partner about coding o	perations for Field Trial.	
Deliverables	An online meeting is to be scheduled with a team and will have similar coding operations experience.		
Participant responsibilities	<ul> <li>Preparing relevant questions fo</li> <li>Ensuring that team attending has</li> </ul>		PISA coding requirements.
Administrative details	CBIS Liaison Officer will co-ordinate to sche	dule the peer learning meeting	l.
Relevant documentation	<ul> <li>PISA 2025 NPM Manual</li> <li>PISA 2025 Technical Standards</li> </ul>	3	
International cost	Included in CBIS participation fee.		
In-country cost	See the in-country cost for NPM meeting 1.		
Relevant CNA indicator area	<ul> <li>O10 Survey operations and logis established; CBA: latent)</li> </ul>	(∈ ●  4	Assessment instruments co-ordinator emerging) Survey operations and logistics manager PBA: established; CBA: latent)
Egypt's capacity needs to be addressed	This meeting will aim to increase the Eg experiences and the opportunity to respond This session will provide the coding operation the peer country during their PISA implement required and lessons learnt.	to questions. ons team with an overview of th	ne relevant specific steps that were taken by

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## Table 19. Release of pre-NPM meeting 3 resources

	PISA 20	25 Cycle	
2023	2024	2025	2026
	1		Launch of ↑ National Report
Information category		Description	
Title	Release of pre-NPM meeting 3 resource	S	
Dates	November 2024		
Location	Online		
Target participants	NPM, Data analyst, NSM, NDM, Nationa	I coder trainers, Survey operations a	nd logistics manager
Capacity building goal	To understand the tasks that are require	d for implementing PISA 2025 Main	Survey.
Deliverables	formats: o Documentation o Presentation (live o Webinar o Workshop	ics of NPM meeting 3. These resource or pre-recorded) tractors will be scheduled as required	
Participant responsibilities	<ul><li>Viewing the resources.</li><li>Attending presentations, work</li></ul>	shops, and consultations as required	1.
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	<ul> <li>O1 Assessment team (emerg O9 Target population and sar (emerging)</li> <li>O10 Survey operations and lo established; CBA: latent)</li> <li>O11 Data management (esta O12 Data analysis and report</li> </ul>	npling 12 As (emu ogistics (PBA: 13 Sa 14 Su blished) (PBA ing (emerging) 15 Da	ational Project Manager (established) issessment instruments co-ordinator erging) impling manager (emerging) irvey operations and logistics manager A: established; CBA: latent) ata manager (established) ata analyst (emerging)
Egypt's capacity needs to be addressed	from the Field Trial, help address any iss	ptian team with the opportunity to gai ues that arose, and find solutions tha g they have all the necessary informa	n a better understanding of lessons learnt t can be implemented in the Main Survey. ation to carry out their Main Survey tasks,

## Table 20. NPM meeting 3

	PISA 2	025 Cycle				
2023	2024	2025	2026			
	1		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 co	nfirmed)				
Capacity building goal	To be able to implement PISA 2025 Ma	in Survey by understanding	the details of the associated tasks.			
Deliverables	<ul> <li>Preparation for</li> </ul>	Trial results Survey instruments Main Survey				
Participant responsibilities	Viewing relevant documents	Viewing relevant documents that are released prior to the meeting.				
Administrative details						
Relevant documentation	<ul> <li>Sampling guidelines</li> <li>Survey operations manuals</li> <li>Resources released 4 week</li> </ul>	s prior to the meeting				
International cost	Included in PISA participation fee.					
In-country cost	Transport, accommodation, meals, inci	dentals and any other travel	expenses for the delegates.			
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emer</li> <li>O9 Target population and sa (emerging)</li> <li>O10 Survey operations and established; CBA: latent)</li> <li>O11 Data management (est</li> <li>O12 Data analysis and repo</li> </ul>	Ingling Iogistics (PBA:	<ul> <li>I2 Assessment instruments co-ordinator (emerging)</li> <li>I3 Sampling manager (emerging)</li> <li>I4 Survey operations and logistics manager (PBA: established; CBA: latent)</li> </ul>			
Egypt's capacity needs to be addressed	the Field Trial, especially in areas suc	n as item performance and l leaders in the areas of sam	gain a better understanding of lessons learnt from operations if CBA is selected. It also will allow the pling, data and survey operations and follow up any			

## Table 21. CBIS peer learning meeting at NPM meeting 3

		5				
2023	2024	2025	2026			
	1		Launch of National Report			
Information category		Description				
Title	CBIS peer learning meeting at NPM me	eeting 3.				
Dates	A 30-minute meeting will be scheduled	during NPM meeting 3 (November	r 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 PISA Technical Standards: Coding Data management	to complete Main Survey tasks of	the following aspects in accordance with the			
Deliverables	A record of key points discussed at the	meeting.				
Participant responsibilities	Preparing questions/issues to discuss a	at the peer learning meeting.				
Administrative details	CBIS Liaison Officer will co-ordinate to	schedule the peer learning meetin	g.			
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 meetir	ıg 3.				
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emer</li> <li>O11 Data management (est</li> </ul>	ablished) • I2	1 National Project Manager (established) 2 Assessment instruments co-ordinator (emerging) 5 Data Manager (established)			
Egypt's capacity needs to be addressed	and (3) preparation for Main Survey, the to the Egyptian context, which will also instrument's team may have.	peer learning meeting will enable l assist the NPM in addressing an	esults, (2) proposed Main Survey instruments Egypt's NPM to ask relevant questions related y gaps that the national assessment team o Main Survey that may be different to those in			

## Table 22. CBIS workshop at NPM meeting 3

	PISA 2	025 Cycle		
2023	2024	2025		2026
	1			Launch of † National Report
Information category		Description	า	
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 learned from Field Trial experience.	assurance plan for PISA	. 2025 Main Sui	rvey implementation based on lessons
Deliverables	<ul> <li>Agenda</li> <li>Workshop material including Survey</li> <li>Workshop record with partice</li> </ul>		e Quality Monit	toring (NCQM) package for Main
Participant responsibilities	Viewing workshop material prior to the	workshop.		
Administrative details	The workshop will be held as part of N	PM meeting 3.		
Relevant documentation	CBIS NCQM package for Main Survey <ul> <li>NCQM guide for NPM</li> <li>NCQM manual</li> <li>NCQM training programme</li> <li>NCQM report form</li> </ul>	including:		
International cost	Included in CBIS participation fee.			
In-country cost	See the in-country cost for NPM meeting	ng 3.		
Relevant CNA indicator area	<ul> <li>O1 Assessment team (emer</li> <li>O10 Survey operations and established; CBA: latent)</li> </ul>	0 0/	I4 Surv	onal Project Manager (established) rey operations and logistics manager established; CBA: latent)
Egypt's capacity needs to be addressed	analyse the lessons learnt from the F survey operations and logistics manage	eld Trial. The preparation or plan better for the surve nt if Egypt selects the Cl	n of the nationa ey operations, lo	ing 3 will assist the assessment team to al quality assurance plan will allow the ogistics and implementation of the Mair de, as this will be their first experience

#### PISA 2025 Cycle

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#### PISA 2025 Cycle 2023 2024 2025 2026 Launch of 1 National Report Description Information category Title Main Survey international training meeting. Dates January 2025 Online Location 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 (emerging) 11 National Project Manager (established) ٠ O11 Data management (established) I2 Assessment instruments co-ordinator (emerging) I5 Data manager (established) Egypt's capacity needs to be As this is Egypt's first participation in PISA, it is important that the data manager and their team understand the addressed processes required. This meeting will allow them to ask relevant questions and ensure they are well set to manage the data and coding processes. The input gained from this experience will translate to improved coder training practices and will assist in lifting the capacity of the assessment instruments co-ordination team in the area of data.

#### Table 23. Main Survey international training meeting

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

2023	2024	202	25	2026		
				Launch of ↑ National Report		
Information category		Descr	ription			
Title	CBIS peer learning webinar on using P	SA data for stakeho	older engagement.			
Dates	After Main Survey national data file sub	mission (1.5 hours)				
Location	Online					
Target participants	CBIS NPM, Data analyst					
Capacity building goal	To learn from a peer partner about how	To learn from a peer partner about how to use PISA data for stakeholder engagement from their practical experience.				
Deliverables	<ul> <li>Agenda</li> <li>Presentation material</li> <li>Meeting record with participation</li> </ul>	int list				
Participant responsibilities	Preparing questions/issues to discuss a	t the peer learning r	meeting.			
Administrative details	CBIS Liaison Officer will co-ordinate to	schedule the peer le	earning meeting.			
Relevant documentation	Documents that have been released re	garding reporting an	d dissemination.			
International cost	Included in CBIS participation fee					
In-country cost	0 EUR					
Relevant CNA indicator area	<ul> <li>O12 Data analysis and repo</li> <li>O13 Dissemination and com (emerging)</li> </ul>		<ul> <li>I6 Dat</li> </ul>	a analyst (emerging)		
Egypt's capacity needs to be addressed	<ul> <li>The peer learning meeting can help the Egyptian team build their capacity to:</li> <li>Tailor products and approaches to reporting and dissemination to different stakeholder groups.</li> <li>Analyse and interpret PISA data and use the PISA data in the national context.</li> </ul>					

#### Table 25. Analysis and reporting partnership option

#### 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) Part of the period will take place at the OECD in Paris, France, and the remaining part will take place in-country. Location Lead analyst of PISA participants. Target 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. • A strategy for communicating and disseminating PISA results. Deliverables • 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) Insurance and other travel expenses for the lead analysist. In-country cost The salary of the lead analyst continues to be paid by the employer. Relevant CNA indicator area O12 Data analysis and reporting (emerging) I6 Data analyst (emerging) • O13 Dissemination and communication • (emerging) Egypt's capacity needs to be Egypt would benefit greatly from the A&R partnership option offered by the OECD. It will build the lead analyst's capacity in producing high quality analysis and reporting. This experience can then be transferred to the other team members addressed and result in ongoing improvement in analysis and reporting that extend beyond PISA to other assessments that the Egyptian national team participate in.

#### 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: 11 National Project Manager, 12 Assessment instruments coordinator, 13 Sampling manager, 14 Survey operations and logistics manager, 15 Data manager, 16 Data analyst, 17 Information Technology co-ordinator, 18 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	l6 Data analyst	I7 IT co- ordinator	l8 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: Egypt

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: Egypt* report have been used to design this capacity building plan for Egypt that will be implemented by the OECD, its contractors and Egypt's National Centre for Examination & Educational Evaluation throughout the PISA 2025 cycle.

Supported by the



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