



Support to Upper Secondary Reform in Brazil Operation (P163868)

LATIN AMERICA AND CARIBBEAN | Brazil | Education Global Practice | Requesting Unit: LCC5C | Responsible Unit: HLCED
IBRD/IDA | Program-for-Results Financing | FY 2018 | Team Leader(s): Marcelo Becerra

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Program Development Objectives

Program Development Objective (from Program Appraisal Document)

The Program Development Objectives (PDO) are to strengthen the capacity of the state secretariats of education to implement the upper secondary reform, prioritizing vulnerable schools, and to increase the Index of Basic Education Development in targeted full-time upper secondary schools in Brazil's territory.

Overall Ratings

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

Implementation Status and Key Decisions

The progress in curriculum reform in the last 12 months has been noticeable. Throughout 2021 all states have been in the process of validating and have now approved new curriculums, which will take effect starting in school year 2022. Nineteen states have formally approved their new curriculums through their State Councils of Education and have also promulgated them through their respective governments; the remaining are expected to follow suite during the first quarter of 2022. The Full-time schools' program, and other MEC programs, are experiencing delays in implementation, in line with the level of impact from the pandemic. Many of the ongoing challenges in implementation are being addressed in a restructuring process, which is expected to be completed by February 2022. The Secretary of Basic Education and the team are fully committed to speed up the implementation of key reforms while developing several programs and actions to support states to address recovery and acceleration stages after the COVID 19 crisis.

Data on Financial Performance

Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P163868	IBRD-88120	Effective	USD	221.00	221.00	0.00	98.05	122.95	44%
P163868	IBRD-88130	Effective	USD	29.00	29.00	0.00	3.07	25.93	11%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P163868	IBRD-88120	Effective	14-Dec-2017	24-May-2018	23-Jul-2018	31-Dec-2023	31-Dec-2023
P163868	IBRD-88130	Effective	14-Dec-2017	24-May-2018	23-Jul-2018	31-Dec-2023	31-Dec-2023



DLI Disbursement

DLI ID	DLI Type	Description	Coc	DLI Amount	Achievement Status	Disbursed amount in Coc	Disbursement % for DLI
Loan: IBRD88120-001							
1	Regular	MEC NEM Portaria Published	USD	15,000,000.00	Fully Achieved	15,000,000.00	100 %
2	Regular	No. States signed NEM Portaria Comm Agr	USD	12,500,000.00	Fully Achieved	12,500,000.00	100 %
3	Regular	No. States achieved 75% impl plan	USD	32,947,500.00	Not Achieved	0.00	
4	Regular	No. States curricula adapted to NEM	USD	25,000,000.00	Partially Achieved	15,000,000.00	60 %
5	Regular	No. States trained 40% school mgmt staff	USD	25,000,000.00	Not Achieved	0.00	
6	Regular	No. States w/ schools in NEM Impl Pilots	USD	20,000,000.00	Not Achieved	0.00	
7	Prior Results Financing DLI	No. States w/ revised FTS Impl Plan appr	USD	15,000,000.00	Fully Achieved	15,000,000.00	100 %
8	Regular	FTS prog evaluated and adjusted	USD	32,500,000.00	Partially Achieved	10,000,000.00	31 %
9	Regular	% FTS key processes achieved by States	USD	30,000,000.00	Fully Achieved	30,000,000.00	100 %
10	Regular	No. States w/ NEM Impl Plan vuln school	USD	12,500,000.00	Not Achieved	0.00	

Program Action Plan

Action Description	Publishing of a NEM Portaria regulating the support to implement the Upper Secondary Education Reform				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB	Due Date	30-May-2018	Completed
Completion Measurement	Portaria Published				
Comments					

Action Description	20 states signed a NEM Portaria Commitment Agreement				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB, states	Due Date	30-Apr-2019	Completed
Completion Measurement	Agreements Signed				
Comments					



Action Description	Development of models of flexible curricula (BNCC and flexible itineraries)				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB/COEM	Due Date	30-Sep-2021	Revised Date
Completion Measurement	Flexible Curriculums developed				
Comments					

Action Description	Strengthening of the MEC institutional capacity for design and management of the implementation of the reform				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB/COEM	Recurrent	Continuous	In Progress
Completion Measurement	PIU fully staffed: fiduciary, safeguards , M & E and all technical staff to support Project main programs				
Comments	PIU key staff on board (fiduciary, safeguards, M&E)				

Action Description	Training of technical staff at the MEC and the SEE responsible for the design and implementation of the reform				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB/COEM	Due Date	30-Jun-2022	Revised Date
Completion Measurement	Training provided				
Comments					

Action Description	Establishment of the Special Bidding Committee				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB/CPAG	Due Date	14-Nov-2017	Completed
Completion Measurement	Special Bidding Committee established				
Comments					

Action Description	TOR for technical, fiduciary, and safeguard functions for the PMU				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB/COEM/CPAG	Due Date	14-Nov-2017	Completed
Completion Measurement	TORs developed				
Comments					



Action Description	Establishment of the PMU with key staff as defined in the Program Operational Manual (POM) appointed				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB/COEM/CPAG	Due Date	15-Mar-2021	Completed
Completion Measurement	Staff Contracted				
Comments					

Action Description	Provision of procurement, FM, and disbursement training to the SEB and the PMU staff				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		World Bank	Due Date	30-Jun-2021	Completed
Completion Measurement	MEC and SEE staff trained				
Comments					

Action Description	Preparation of POM				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB	Due Date	14-Nov-2017	Completed
Completion Measurement	Operational Manual completed				
Comments					

Action Description	TOR for the studies and consultancies to be selected during the first eight months of implementation				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB	Due Date	29-Apr-2022	Revised Date
Completion Measurement	TORs developed				
Comments					

Action Description	Need to observe the World Bank ACG in a legal/binding document				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB	Due Date	14-Nov-2017	Completed
Completion Measurement	ACG has been included in the Resolutions (Portarias) of the Programs supported by Project, to be fulfilled.				



	Audit of contracts by the states has been done yet. Process of contracting of 3 consultants are underway				
Comments					

Action Description	Definition of a communication, consultation, and negotiation strategy to mitigate risks of creating or exacerbating social conflict with key stakeholders (teachers and labor unions)				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB/PMU	Due Date	30-Jul-2018	Completed
Completion Measurement	Consultations to approve Basic Curriculum and States curriculums were carried out				
Comments					

Action Description	Preparation of the TOR for financial audits				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB	Recurrent	Yearly	Completed
Completion Measurement	TORs completed				
Comments					

Action Description	Development of a Gender Plan, based on in-depth diagnosis, including successful national and international experiences				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Technical		SEB	Due Date	30-Jun-2022	Revised Date
Completion Measurement	Report				
Comments					

Action Description	Support of activities (guidelines, awareness, technical support) to implement the Gender Plan and good practices				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		SEB/CPAG	Recurrent	Continuous	In Progress
Completion Measurement	Gender Plan implemented				
Comments					



Action Description	Look for budgeting based on data that reflects the market and not just on official tables issued by various spheres of Government				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB	Recurrent	Continuous	In Progress
Completion Measurement	Market price analysis are carried out for bidding				
Comments					

Action Description	Contract management improvement				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB	Recurrent	Continuous	In Progress
Completion Measurement	Contract Management Improved				
Comments					

Action Description	Hire consultants to work at the state level to provide capacity building through the TA component, expedite implementation, and ensure the proper use and documentation of funds				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		SEB	Recurrent	Continuous	In Progress
Completion Measurement	Contract management is gradually improving				
Comments					

Action Description	Revision of complementary rules for transfer of financial resources (Resolution MEC/FNDE 07/2016), including socio environmental, health, and safety aspects of the Program's conditionality				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		MEC	Due Date	30-Apr-2018	Completed
Completion Measurement	Rules revised				
Comments					

Action Description	Implementation of a unit in the Program with the specific mission of offering TA to the states and the Federal District regarding the implementation of socioenvironmental, health, and safety requirements				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		MEC	Due Date	31-Mar-2022	Revised Date



Completion Measurement	TA to states carried out
Comments	

Action Description	Institutional Strengthening of Implementing Agencies: Training program for engineering, environmental, management, and health and safety teams of the SEE with lower institutional capacity				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		MEC	Due Date	30-Sep-2021	Revised Date
Completion Measurement	Training carried out				
Comments					

Action Description	Operationalization of the dedicated grievance redress mechanism				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Environmental and Social Systems		MEC	Due Date	30-Apr-2019	Completed
Completion Measurement	Mechanisms developed				
Comments					

Action Description	Elaboration of an Environmental and Social Management Framework and application of the verification form, including the formulation of guidelines and manuals for several themes				
Source	DLI#	Responsibility	Timing	Timing Value	Status
Fiduciary Systems		MEC	Due Date	28-Feb-2022	Revised Date
Completion Measurement	ESMF developed				
Comments					

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	<input type="checkbox"/> High	<input type="checkbox"/> High	<input type="checkbox"/> High
Macroeconomic	<input type="checkbox"/> Substantial	<input type="checkbox"/> High	<input type="checkbox"/> High



Sector Strategies and Policies	□ Substantial	□ Substantial	□ Substantial
Technical Design of Project or Program	□ High	□ High	□ High
Institutional Capacity for Implementation and Sustainability	□ High	□ High	□ High
Fiduciary	□ Substantial	□ Substantial	□ Substantial
Environment and Social	□ Moderate	□ Moderate	□ Moderate
Stakeholders	□ Substantial	□ Moderate	□ Moderate
Other	--	--	--
Overall	□ Substantial	□ Substantial	□ Substantial

Results

PDO Indicators by Objectives / Outcomes

Number of States where at least 40% of schools have implemented the new curriculum				
▶ Number of States where at least 40% of schools have implemented the new curriculum (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	27.00
Date	08-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
▶ Number of States where at least 50 percent of vulnerable schools have implemented the New Curriculum (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	27.00
Date	09-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
▶ Percentage change in the Basic Education Development Index (IDEB) in Targeted FTS (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.00	11.00	18.00
Date	09-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

Intermediate Results Indicators by Results Areas



Area 1: Support the implementation of the new curriculum

► IRI 1.1. (DLI 1): The MEC NEM Portaria regulating the support to the Upper Secondary Education Reform has been published (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Not Published	Published and Active	Published and Active	Active
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

► IRI 1.2 : Analytical Reference Tools for the implementation of NEM are developed and disseminated to SEE (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No Developed	Guidelines and Directives Developed and Distributed to SEE	Guidelines and Directives Developed and Distributed to SEE	Developed and Disseminated
Date	12-Dec-2019	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

► IRI 1.3 (DLI 2) : Number of States that formally signed a NEM Portaria Commitment Agreement (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	27.00	27.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

► IRI 1.4: Number of States that achieved 75% of the key objectives included in their NEM Implementation Plans (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	22.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

► IRI 1.5 (DLI 4) : Number of States that have their curricula adapted to NEM, validated and published by each State (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	11.00	15.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

► IRI 1.6 (DLI 5) : Number of States that have trained at least 40% of school principals and school coordinators in the New S (Number, Custom)



	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 1.7 : NEM pedagogic materials have been developed by MEC and disseminated to the schools by SEE (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No	In Progress	In Progress	Developed and disseminated
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 1.8 (DLI 6) : Number of States with schools in NEM Implementation Pilots (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	27.00	27.00	20.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 1.9 : Number of States with NEM Implementation Plans with specific strategies to implement NEM in Vulnerab (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 1.10 : Number of States where at least 20% of NEM Implementation Pilots have at least one technical educati (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 1.11: Number of States with a satisfactory level in a Curricular Reform Implementation and Monitoring Capa (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023



Comments				
► IRI 1.12 : Number of States that have trained key SEE staff in the new state curriculum (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 1.13 : Number of States that have M&E systems monitoring the implementation of the reform in the accomplish (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	22.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

Area 2: Promoting the expansion of full-time schools				
► IRI 3.1 : Percentage point change in passing rates in targeted full-time schools (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	14.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 3.1 (DLI 7) : Number of States that have their revised FTS Implementation Plans approved by MEC (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	27.00	27.00	27.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 3.3 (DLI 8) : Evaluations and adjustment of the FTS program have been carried out. (Text, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	No FTS review is in place (2017)	A Pre-Evaluation was satisfactory completed (DLR 1)	A Pre-Evaluation was satisfactory completed (DLR 1)	A Midterm Evaluation is Satisfactorily completed and its results Disseminated
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023



Comments				
► IR Indicator 3.4 (DLI 9) : Percentage of agreed FTS key process targets achieved by States as included in the (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	82.00	82.00	75.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

Area 3 : Beneficiaries, social and gender indicators				
► IRI 4.1 : Number of states that have achieved 50% of planned activities promoting the participation of local (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	25.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 4.2 : Number of SEE with school-based interventions to promote gender equality in at least 40% of their sc (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	20.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 4.3 : Percentage of female students enrolled in natural sciences and math itineraries (Percentage, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	45.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				
► IRI 4.4 : States where the average absolute gender gap of enrollment in formative itineraries is less than 5% (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	27.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				



► IRI 4.5 : Students benefiting from direct interventions to enhance learning (Number, Custom)				
	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	0.00	0.00	2,400,000.00
Date	12-Mar-2018	24-Jun-2021	15-Dec-2021	31-Dec-2023
Comments				

Disbursement Linked Indicators

► DLI 1 The MEC NEM Portaria regulating the support to the Upper Secondary Education Reform has been published by MEC (Process, 30,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	Not Published	Published	Published	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 2 Number of States that formally signed a NEM Portaria Commitment Agreement (Process, 12,500,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	27.00	27.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 3 Number of States that achieved 75% of the key objectives included in their NEM Implementation Plans (Intermediate Outcome, 32,947,500.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	0.00	0.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 4 Number of States that have their curricula adapted to NEM, validated and published by each state (Output, 25,000,000.00, 0%)				



	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	11.00	11.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 5 Number of States that have trained at least 40% of school principals and school coordinators in the New State Curriculum (Output, 25,000,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	0.00	0.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 6 Number of States with schools in NEM Implementation Pilots (Output, 20,000,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	25.00	25.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 7 Number of States that have their revised FTS Implementation Plans approved by MEC (Output, 15,000,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	27.00	27.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 8 Evaluations and adjustment of the FTS program have been carried out (Output, 32,500,000.00, 0%)

	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	32.50	32.50	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				



Value	No review is in place	A Pre-Evaluation was satisfactorily completed (DLR 1)	A Pre-Evaluation was satisfactorily completed (DLR 1)	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 9 Percentage of agreed FTS key process targets achieved by States as included in their FTS Implementation Plans (Intermediate Outcome, 30,000,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	22.00	22.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				

► DLI 10 Number of States with NEM Implementation Plans with specific strategies to implement NEM in Vulnerable Schools (Process, 12,500,000.00, 0%)				
	Baseline	Actual (Previous)	Actual (Current)	Loan signing - Closing Date (12/2023)
Value	0.00	0.00	0.00	--
Date	--	25-Jun-2021	25-Jun-2021	--
Comments				