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MINISTRY OF EDUCATION (MED)
ACADEMY FOR EDUCATIONAL DEVELOPMENT (AED)
AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)
Contract # 524-0329-C-00-3024-00

BASIC EDUCATION PROJECT
Project # 12-2035

ANNUAL PLAN AND REPORTS

YEAR 3 - 1996

- ▶ ANNUAL PLAN 1996
- ▶ FIRST QUARTERLY REPORT
- ▶ SECOND QUARTERLY REPORT
- ▶ THIRD QUARTERLY REPORT
- ▶ FOURTH QUARTERLY REPORT
- ▶ ANNUAL REPORT 1996

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Annual Plan 96

BASIC EDUCATION PROJECT
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ANNUAL PLAN 1996

Academy for
Educational
Development
AED



December, 1995



ACADEMY FOR EDUCATIONAL DEVELOPMENT BASIC EDUCATION PROJECT - BASE

ANNUAL PLAN- 1996

PRESENTATION

BASIC EDUCATION PROJECT GOALS

The Academy for Educational Development (AED) herewith submits its program plan for the operation of the Basic Education Project (BASE) in 1996, the third year of implementation of those activities for which it is responsible under contract to the Agency for International Development (USAID). The plan is intended to rationalize the use of both project and counterpart resources in order to enhance impact and efficiency. It is furthermore a blueprint for carrying out major activities under the project during the year in question in a way that is consistent with the MED's strategic priorities and at the same time with the project's three broad, life-of-project objectives, which had been previously agreed to by the Ministry of Education (MED) in the Project Agreement signed between USAID and the MED on 2 April 1992. The life-of-project objectives of the BASE project are to

1. Improve the institutional efficiency of the MED in carrying out its educational functions. This improvement will be achieved through reforms of its human resource, information, organizational, policy making, budgeting, accounting, logistical, training, and evaluation systems within a framework of administrative decentralization.
2. Reduce grade repetition by 50 percent in the first four primary grades. This reduction will be achieved through actions designed to improve the quality of instruction.
3. Increase by 40 percent student achievement in mathematics and language arts, reduce the number of years for graduation from the sixth grade, and reduce the desertion rate. These improvements will be achieved by increasing the quality of education through broad curricular reforms in the subject areas of mathematics, language arts, civic and natural sciences in the first four primary grades.

MED TARGETS (FOCOS) FOR 1996

While continuing the work defined in past program plans leading to the achievement of long-term project objectives, the plan is at the same time designed to address short-term targets

identified as priorities by the DISUP in a meeting held on 21 November, 1995, in Las Palmeras, Dinamba. These priority target areas were

- 1 Curricular Reform at the Primary Level Capitalize on work performed to date in teacher training and curricular reform through phased, differentiated programming that identifies clearly and realistically the target schools and teacher populations, and the results that intervention should produce. To achieve this, the MED will focus attention primarily on 68 selected model schools (Priority I), and secondarily on the approximately 1000 schools nationwide with directors (Priority II). The remaining primary schools in the country (Priority III), approximately 4 000 schools without directors, while receiving relatively less attention compared to Priorities I and II, will nevertheless be the beneficiaries of limited teacher training and the new curricular materials already developed for grades 1 and 2.
- 2 Autonomy Consolidation will also be the watchword in the area of school autonomy. While autonomy will go forward, it will do so at a slower pace. Intensive interventions, however, in the form of training of directors and school council members, will be introduced in 50 autonomous secondary schools and 50 autonomous primary schools. At the same time, work will be accelerated in the 9 Departmental Educational Offices within whose jurisdiction the 100 target autonomous primary and secondary schools fall. This work will ensure that these offices are fully staffed, and that decentralized administrative systems are installed and functioning, and that all staff are trained in all necessary decentralized operations and procedures.
- 3 Deconcentration The MED will work in 1996 to accelerate work to develop and implement the major administrative reforms--human resources, budgeting, accounting--necessary to make school decentralization efficient, effective, and ultimately, sustainable. Staff at the departmental and autonomous school level will be fully trained in the new systems.
- 4 Values The MED will continue to develop programs to inculcate a culture of values throughout the ministry, with primary attention geographically and programmatically given to work in the key target program areas, particularly those related to curricular reform. Efforts will be made better to integrate work in the values area to that being performed in other priority areas of the MED.

ANTICIPATED RESULTS

The BASE program plan for 1996 will support MED targets in very specific ways, which are outlined in the "Activities" section of the plan. Through this work, the following results will be achieved by the end of the year:

- In Curricular Reform.

- the Teacher Trainer Network (30 master trainers and 170 core trainers) will be strengthened and consolidated through two major integrated training activities

- 800 model school teachers (Priority I) of grades 1-4 will gain increased expertise in five core training areas: active methodologies, use of reformed curricular materials, student assessment, curricular planning, and the development of low-cost didactic materials

125 supervisors and school directors will be sensitized to their role in supporting and monitoring the implementation of the curricular reforms and in ensuring enforcement of key success indicators (effective class days, effective class hours, availability of books and didactic materials)

- 3 500 supervisors, Priority II school directors, and 1st and 2nd grade teachers will improve their teaching skills through 5 days of integrated training in five core training areas

2 250 supervisors and 1st and 2nd grade teachers (Priority III) will improve their teaching skills through 3 days of integrated training in five core training areas

- 3rd and 4th grade programs of study and supplemental teacher guides (prácticas metodológicas) will be fully tested and validated in selected model schools

- direct training of teachers, supervisors, and directors will be reinforced through the publication and distribution of a teachers' newsletter

- *In School Autonomy*

[Through agreements reached between the MED, the World Bank, and BASE, this project will not sponsor activities directly at the municipal and school level, rather it will create conditions for carrying out systems reforms at the central level and will provide assistance in implementing these reforms at the level of the Dirección Departamental de Educación (DDE). The extension of the reforms below the departmental level will be carried out through World Bank assistance in coordination with BASE. Nevertheless, certain activities proposed by BASE for 1996 will have an important, albeit indirect, impact on school autonomy.]

- the new Dirección General de Desarrollo e Investigaciones will become fully functional and will be strengthened to contribute significantly to policy development in support of school autonomy and decentralization

- educational policy will become better targeted and the autonomous schools strengthened through the implementation of a focused research agenda that will include studies on the relative weight of different variables on desertion and repetition rates

- curricular reforms will have a greater impact in the target autonomous schools through an improved school supervision system and through an institution-wide monitoring and evaluation system

- the administrative capacity of autonomous school directors will be increased through the publication and distribution of 9 pamphlets on various subjects relating to deconcentrated administrative functions

• In Deconcentration

- new accounting, budgeting, and human resource systems, designed to support decentralization, will be fully implemented

- staff at the central and departmental levels will be fully trained in the operation of the new administrative systems

- the ability of DDE staff to perform their administrative functions will be strengthened through on-site technical assistance and on-the-job training in 9 priority Departments

- deconcentrated administrative functions will be rendered more efficient and accurate through computerized automation in the areas of human resources, budgeting, and accounting

- central MED and DDE administrative staff will be fully trained in the use of automated systems

- computed networks will be installed in all 19 DDEs throughout the country

IMPLEMENTATION STRATEGIES

In carrying out these activities, BASE will adopt strategies that derive from and reinforce the targeting focus outlined by the DISUP at Las Palmeras. These strategies will include

- System Functionality. While BASE strives for sustainability over the long term, its activities in 1996 will seek to highlight the immediate functionalities of systems and instruments in order to ease and render more efficient the work of ministerial managers. Thus, the MIS will bring educational statistics capabilities online--and to make them available to and usable by the minister and the vice ministers, as well as general directors--to facilitate planning and policy making. The payroll and accounting subsystems will be fully functional on or shortly after the first of the year in order to streamline the institution's financial management system. In sum, reforms in major systems will be put to immediate practical use to facilitate

ministerial operations in meeting 1996 targets (focos), at the same time that work will proceed establishing foundations that will enable expansion and continuity in future years

- Sustainability - Ever a cornerstone of BASE, sustainability will be pursued through two strategies

1 Coparticipation in Project Execution The activities of the project will be carried out through joint participation between MED officials/employees and BASE consultants. Except for unusual requirements, BASE consultants will perform their activities through close counterpart associations. Decision making for project planning and implementation will continue to be channeled through the Consejo Directivo and the Technical Commissions.

2 Extensive Training The project will support training extensively and intensively in all program areas to ensure that the skills needed to operate and manage new systems are inculcated in all pertinent staff, and to create the conditions necessary for continuity beyond the period of project intervention. On-the-job training will constitute an important element of sustainability-driven skills transfer.

- Integration of Project Activities Economies, efficiency, and impact can be garnered through greater integration of project activities. As new systems continue to be implemented in 1996, integration becomes even more important. The plan for 1996 singles out decentralization as the main integrating factor for all Institutional Development operations, to which will be tied initiatives in evaluation, research, policy making, budgeting, accounting, and training. The BASE Institutional Development Coordinator will ensure greater integration--both in programming and in implementation--and to this end will institute a new programming scheme centering on four discrete integrated components: (1) decentralization /deconcentration/training, (2) educational policy (research, policy-making, legislation technical assistance), (3) information systems, and (4) strategic management.

- Support for Deconcentration The BASE plan for 1996 will put a premium on support of activities that will extend new systems and methodologies to the autonomous school level in the most expedient manner possible. To maximize efficiencies and to avoid duplications, BASE will coordinate with the World Bank to ensure that all levels--central MED, departmental, municipal, and autonomous schools--will be covered. Through its work at the central and departmental levels, BASE will ensure that basic educational and administrative reforms are designed and disseminated, and that staff are fully trained in their use, thus establishing a solid foundation for their application at the municipal and school level through World Bank support.

INNOVATIONS

The objectives that orient the work for 1996 remain virtually the same as those that appeared in the 1995 plan. The reader will find that some 1995 objectives (specifically numbers 12, 13, 16 and 17) have been incorporated into existing objectives (12 and 13 incorporated into 9) or collapsed into a new global objective (16 and 17 collapsed into new 17). These modifications were performed to effect greater coherence or to extend the scope of the activity.

The plan contains one innovation that deserves further explanation.

Objective 7, calling for professional training for 12 MED technicians, was introduced in 1995. Work in this area was postponed indefinitely due to an extremely heavy work load on activities of greater priority. It has now been proposed that the professional training for 12 MED technicians be replaced by university-level training in core subject areas (Mathematics and Spanish) for approximately 1,500 first- and second-grade teachers in schools that have been targeted for priority attention by the MED in 1996 (model schools, autonomous primary schools, and primary schools with directores). The Direccion General de Educacion, in requesting this modification, rightly concluded that the impact on educational quality at the school level, which is a central priority for the MED in 1996, will be greater through this activity than through the one it replaces. This program will be piloted during this first year to test procedures and delivery structures prior to expansion to other teacher populations during subsequent years.

BASIC EDUCATION PROJECT - BASF
ANNUAL PLAN 1996
OBJECTIVES AND ACTIVITIES

COMPONENT 1 Curriculum Development

Activity	Time frame												Output and Date	Inputs (Budget)	Responsible	
	J	I	M	A	M	J	J	A	S	O	N	D				
Objective 1 Support the Curriculum Division in the development of learning goals, a curriculum development plan, curriculum matrices in mathematics, language arts, civics and science for grades 1-4, and study programs and methodological guides																
1.1 Develop goals and objectives for 1st and 2nd grades														Completed in 1994		
1.2 Develop Programs and Guides for 1st and 2nd grades														Completed in 1994		
1.3 Develop goals and objectives for 3rd and 4th grades														Completed in 1995		
1.4 Develop Programs and Guides for 3rd and 4th grades														Completed in 1995		
1.5 Advise the MED in preparing the 1996 Curriculum Development Plan as a function of curriculum reform and MED targeting strategies for 1996	X													Curricular Development Plan 30 January	Long term Consultant (IIC)/ Curriculum	MLD/BASF
1.6 Support the implementation monitoring and evaluation of the 1996 Curriculum Development Plan	X	X	X	X	X	X	X	X	X	X	X	X	X	Actions completed 31 December	IIC/Curriculum	MLD/BASF
1.7 Validate study programs and guides for Grades 3 and 4 in the model schools, in Spanish mathematics science and civics			X	X	X	X	X	X	X	X				Study Programs and Guides validated 30 October	Evaluation Consultant 15 days <i>C & M Gordon?</i>	MED/BASF
1.8 Prepare a study on the training and technical assistance needs of the Intercultural Bilingual Education Program (IBEP) so that technicians and teachers might improve Spanish as a second language		X	X											Study completed 31 March	Bilingual Education Consultant 20 days <i>Estrella</i>	MLD/BASF

Activity	Time frame													Output and Date	Inputs (Budget)	Responsibility
	J	I	M	A	M	J	J	A	S	O	N	D				
Objective 2 Publish approximately 60,000 guides and programs for teachers of grades 1-4 in mathematics, language arts, civics and science																
21 Publish 8 Study Programs and 8 Guides for 3rd and 4th grades in Spanish mathematics science and civics <i>W. R. King on 5, 6^o</i>	X	X	X	X	X	X	X	X	X	X	X	X	X	Documents published 31 December	<i>Valencia</i>	MLD/BASL
22 Revise validated documents according to validation results 3rd and 4th grade materials													X	To continue in 1997	<i>Borden</i>	MED/BASL
23 Revise Study Programs and Guides for 1st and 2nd grades according to 1995 validation results Prepare addenda if necessary		X	X	X	X	X	X	X	X	X				Study programs and Guides revised 31 October		MLD/BASL
Objective 3 Support the MED in preparing documents on the production, promotion and use of low cost teaching materials																
31 Support follow up actions to the training of 1st to 4th grade teachers on the use of the Manual for the Preparation of Low Cost Teaching Materials	X	X	X	X	X	X	X	X	X	X	X	X	X	Follow up January December	<i>Zucchi</i>	MLD/BASL
32 Publish the Manual for the Preparation of Low Cost Teaching Materials		X	X	X	X	X								Manual published 30 June		MED/BASL
Objective 4 Support the MFD in the development of procedures and instruments to be used by teachers to evaluate student performance according to learning goals established in Study Programs																
41 Follow up training actions on student assessment, for Grades 1-4 teachers of model schools	X	X	X											Teachers trained in Evaluation 31 March	<i>Y. Stone</i>	MLD/BASL
42 Help to prepare Methodological Manual for Student Assessment and Grading Systems						X								Document ready 30 June		BASE

Activity	Time frame												Output and Date	Inputs (Budget)	Responsible	
	J	I	M	A	M	J	J	A	S	O	N	D				
43 Coordinate with the Supervision Division the application of the <u>Student Assessment Manual</u> in demonstration schools	X	X	X	X	X	X	X	X	X	X	X	X	X	Mastery in application of Evaluation Manual 31 December		MED/BASL
Objective 5 Support the MED in developing a formative evaluation methodology to measure advances in the areas of teacher training and curriculum development																
51 [This activity is included in Objective 22 Design and implement a monitoring and evaluation model for the three components of the BASE Project																
Objective 6 Conduct studies on the feasibility of cost recovery in the areas of teacher and curriculum development														Completed in 1994		
Objective 7 Support the MED in the design and implementation of a teacher refresher program in 2 areas (Mathematics, Spanish) for selected 1st and 2nd grade teachers																
71 Prepare implementation plan	X													Plan ready 31 January		
72 Develop curricular (courses of study)	X		X		X									Courses ready 30 May	Curriculum Consultant 30 days	MED/BASL
73 Let bids to universities	X													Bidding completed 31 January		MED/BASL
74 Register participants	X	X														
75 Conduct courses		X	X	X	X	X	X	X	X	X	X	X	X			

Activity	Time frame												Output and Date	Inputs (Budget)	Responsible
	J	I	M	A	M	J	J	A	S	O	N	D			
76 Monitor and evaluate refresh program								X	X	X	X	X	1 500 teachers with demonstrated ability in 3rd year reading and writing and 1st year math 31 December	Evaluation Consultant 10 days	MED/BASI
77 Plan program for 97											X	X	31 December		

Activity	Time frame												Output and Date	Inputs (Budget)	Responsibility	
	J	I	M	A	M	J	J	A	S	O	N	D				
Objective 8 Support the MED in the production and distribution of 20,000 copies of the Basic Education Manual for Primary Teachers																
8.1 Prepare Basic Education Manual														Completed in 1994		
8.2 Publish and distribute Basic Education Manual														Completed in 1995		
Objective 9 Support the MED in the design and implementation of an elementary school teacher training plan, including the recruitment and training of master teachers, the creation of laboratory and demonstration schools and the implementation of innovative programs for large scale teacher training, based on child-centered learning methodologies																
9.1 Continue to support the MED in the implementation of the Strategic Plan for the Training of Preschool and Primary Directors Technical and Teaching Staff and Teacher Training 1995-2000																
9.1.1 Advise MED in the development of the Operational Training Plan for 1996 in the context of the Training Network (TN) and the priority target areas	X													Plan implemented and evaluated 30 January	Long Term Consultant (LIC)/ Training	MLD/BASE
9.1.2 Support follow up actions to the implementation and evaluation of the 1996 Plan (4 visits annually to model schools)	X	X	X	X	X	X	X	X	X	X	X	X	X	Plan implemented and evaluated 31 December	LIC/Training	MED/BASE
9.1.3 Continue to consolidate TN in central MED offices departments municipalities and schools	X	X	X	X	X	X	X							TN functioning at different levels 31 July	LIC/Training	MLD/BASE

Activity	Time frame													Output and Date	Inputs (Budget)	Responst
	J	I	M	A	M	J	J	A	S	O	N	D				
914 Support establishment of In service Training <u>Micro centers</u> (MICs) in Model Schools (MSs)	X	X	X	X	X	X	X	X	X	X	X	X		MIC functioning in Model Schools 31 December	MLD/BASE	
92 Support the MED in integrated development of <u>Model Schools considered Priority I</u> based on <u>7 criteria</u> for success as related to target areas																
921 In service Training workshop for the Central Training Team, on the <u>use and handling of curricular components</u> for 3rd and 4th grade elementary instruction	X													30 technicians trained 25 January	1 TC/Training 4 days	MED/BAS
922 Reinforce training of 85 facilitators in the practical handling of teaching plans use and handling of curricular components student assessment and preparation and use of low-cost materials, in 1st and 2nd grade	X													85 facilitators trained and evaluated 15-19 January	1 TC/Training 85 participants 5 days	MED/BASI
923 Reinforce training of 85 facilitators in the practical handling of teaching plans use and handling of curricular components student assessment and preparation and use of low cost materials in 3rd and 4th grades	X													85 facilitators trained and evaluated 15-19 January	1 TC/Training 85 participants 5 days	MED/BASI
924 Reinforce training of 446 1st and 2nd grade teachers of the Model Schools, in the practical handling of teaching plans use and handling of curricular components, student assessment and preparation and use of low cost materials (1st Semester, 1996)		X												446 1st and 2nd grade teachers trained and evaluated 29 January - 9 February	1 TC/Training 446 participants 10 days	MLD/BASI
925 Train 350 3rd and 4th grade teachers of the Model Schools in the practical handling of teaching plans use and handling of curricular components student assessment and preparation and use of low cost materials (1st semester)		X												350 3rd and 4th grade teachers trained and evaluated 9-13 February	1 TC/Training 350 participants 5 days	MLD/BASI

Activity	Time frame													Output and D etc	Inputs (Budget)	Responst
	J	F	M	A	M	J	J	A	S	O	N	D				
926 Train 55 sectoral supervisors, 68 Model School directors in mechanisms of technical methodological and organizational monitoring of the new curriculum and achievement of the 7 priority criteria			X											123 professionals trained and evaluated 15-16 March	1 IC/Training 123 participants 2 days	MLD/BAS
927 Sensitize national supervisors directors and departmental and municipal delegates on their role in the development of the new curriculum and in monitoring and evaluation mechanisms			X											80 professionals sensitized 6 March	1 IC/Training 80 participants 1 Day	MLD/BAS
93 Train sectoral supervisors educational center directors and 1st and 2nd grade teachers on the use and handling of curricular components active methodologies and student assessment (Priority II)		X												3 500 professionals trained and evaluated 5-9 February	1 IC/Training 3 500 participants 5 days	MED/BAS
94 Train 50 supervisors and 2 500 1st and 2nd grade teachers on the use and handling of curricular component active methodologies and student assessment techniques (Priority III)		X												2 550 supervisors and teachers trained and evaluated 13-16 February	1 IC/Training 2 550 participants 4 days	MLD/BAS
95 Reinforce training of 446 1st and 2nd grade teachers in the practical handling of teaching plans use and handling of curricular components student assessment and preparation and use of low costs materials (2nd Semester 1996)							X							446 1st and 2nd grade teachers trained 15-18 July	1 IC/Training 446 participants 4 days	MLD/BAS
96 Reinforce training of 350 3rd and 4th grade teachers in the practical handling of teaching plans use and handling of curricular components student assessment evaluation and preparation and use of low cost materials (2nd Semester)							X							350 3rd and 4th grade teachers trained 15-18 July	1 IC/Training 4 days 350 participants,	MED/BAS
Objective 10 Conduct study on the causes of grade repetition and incorporate findings in designing strategies for teacher training and curriculum development														Completed in 1994		

Activity	Time frame												Output and Date	Inputs (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
Objective 11 Support MLD in establishing 41 demonstration schools and 5 laboratory schools (affiliated with the normal schools) to serve as training and validation centers for new educational materials, equip schools with appropriate furnishings, reference books, and learning kits																
11.1 Determine content of learning kits		X													LIC/Curriculum	MED/BAS
11.2 Purchase learning kits for 46 model schools	X													Material purchased 30 January		BASL
11.3 Prepare plan for distribution of equipment and didactic materials for the 46 model schools		X												Plan ready 28 February		BASL
11.4 Distribute 3rd and 4th grade materials and furnishings to 46 model schools		X	X	X	X	X	X							Material distributed and in proper use 31 July		BASE
11.5 Utilize model schools as training centers (Permanent)		X	X	X	X	X	X	X	X	X	X					MLD/BASL
11.6 Utilize model schools as training centers for new methods materials validation	X	X	X	X	X	X	X	X	X	X				Validation 3rd 4th grade materials 31 October		MLD/BASL
Objective 12 Support the MED in training no less than 140 master teachers, selected from elementary schools, to validate new curriculum materials and to train other master teachers														Incorporated in Objective 9		
12.1 [Incorporated in Objective 9 Support the MED in the design and implementation of an elementary school teacher training plan, including the recruitment and training of master teachers the creation of laboratory and demonstration schools and the implementation of innovative programs for large scale teacher training based on child centered learning methodologies']																

Activity	Time frame												Output and Date	Inputs (Budget)	Responsib		
	J	F	M	A	M	J	J	A	S	O	N	D					
Objective 13 Support the MED in the training of approximately 12,000 grade 1-4 teachers in appropriate educational methodologies and in the use of educational materials																	
[Incorporated in Objective 9 Support the MED in the design and implementation of an elementary school teacher training plan, including the recruitment and training of master teachers the creation of laboratory and demonstration schools and the implementation of innovative programs for large scale teacher training based on child centered learning methodologies]																	
Objective 14 Provide technical assistance to strengthen Normal Schools and equip them with audiovisual resources for micro-teaching																	
14.1 Provide technical assistance to strengthen the curricular transformation process in Normal Schools and their relation to Model Schools																	
14.1.1 Support the organization of an orientation workshop for the team of Professional Teacher Training Facilitators (trained in Tampa) on curricular transformation in elementary education and the preparation of a Plan of Action for the integration and functioning of Model (Laboratory) Schools affiliated with Normal Schools	X	X													30 teachers sub-directors and technicians duly trained and evaluated 26-28 February	Training 30 participants 3 days	MED/BASI (C&M)
14.1.2 Support preparation of Plan of Action and Integration of Model Schools and implementation actions			X	X	X	X	X	X	X	X	X	X		Plan implemented and evaluated 31 December			MED/BASI (C&M)
14.2 Validate Professional Practices Regulations (PPR)			X	X	X	X	X	X	X	X	X			Regulation validated and approved 30 November			MED/BASI (C&M)

Activity	Time frame												Output and Date	Inputs (Budget)	Responsi
	J	I	M	A	M	J	J	A	S	O	N	D			
14 2 1 Orientation workshop on PPR			X										30 teachers and Professional Practices supervisors trained 29 31 March	Training 30 participants 3 days	MLD/BA
14 2 2 Support follow up actions to PPR				X		X		X		X			4 follow up visits and corresponding diagnoses 31 October		MED/BAS (C&M)
14 2 3 Adjust PPR based on validation results										X			Regulation revised 31 October		MED/BAS (C&M)
14 3 Train basic group of Normal Schools in the operation and maintenance of audiovisual equipment donated by BASE		X											15 technicians trained in the effective use of audiovisual equipment 28 February	Training 15 participants 1 day Audiovisual Consultant 2 days	MED/BAS (C&M)
14 4 Train basic group of Normal Schools in didactic use of audiovisual equipment			X										30 teachers trained in the effective use of audiovisual equipment 29 31 March	Training 30 participants 3 days Audiovisual Consultant 5 days	MED/BAS (C&M)
14 5 Formulate and execute book distribution plan for Normal School libraries	X	X											Procurement sources 30 January		MLD/BAS (C&M)
14 5 1 Purchase and distribute books for Normal School libraries		X	X	X									1 000 books distributed and in active use 28 February		MED/BAS (C&M)

Activity	Time frame												Output and Date	Inputs (Budget)	Responsib	
	J	F	M	A	M	J	J	A	S	O	N	D				
14 6 Provide advice and technical support documents for Professional Practicism to 3rd year normal school		X	X											Documents ready 31 March		MED/BAS (C&M)
14 7 Provide technical advice for the preparation of support documents on Educational Evaluation and Statistical techniques for 2nd and 3rd year Normal School education		X												Documents ready 28 February		MED/BASI (C&M)
14 8 Provide technical advice on the preparation of support documents in specialist teaching (multi grade coverage)			X											Documents ready 31 March		MED/BASI (C&M)
14 9 Monitor application of support documents and teaching practices in model schools				X		X		X	λ	λ	λ			Evaluation visits completed 30 November		MED/BASI (C&M)

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	I	M	A	M	J	J	A	S	O	N	D				
Objective 15 Conduct study on the impact of family structure on school attendance (based on existing survey data)														Completed in 1995		
Objective 16 Conduct a study on the variables (including family structure) that affect dropout & repetition (based upon [a] MED statistics & [b] surveys in selected areas [This Activity is incorporated in Objective 17 below])																
Objective 17 Support the MED in the development of a research strategy, as well as in the design and implementation of priority studies																
17.1 Support the MED in identifying an educational research program in the context of decentralization		X	X	X	X	X								Research Agenda Plan to strengthen educational research capacity (31 June)	Consultants Research 40 days Evaluation 5 days Decentralization	MED/BASE University and research centers
17.2 Prepare a proposal for the development of a national research network							X	X						Proposal 31 August	Research Consultant, 10 days	
17.3 Build a model to determine the relative weight of different variables in the dropout and grade repetition rates in order to develop policies based on empirical data and strengthen the Research and Development (R&D) Unit																
17.3.1 Conceptualize a model and relate it to the MLD target areas		X	X											Conceptual/strategic analysis document 31 March	Research Consultant, 15 days	
17.3.2 Design and execute field research tabulation of data			X	X										Collection of data 30 April	Research Consultant 30 days	
17.3.3 Process and analyze					X	X								Document with recommendations 30 June	Research Consultant 45 days	

Activities -	Time Frame												Product & Date	Resources (Budget)	Responsible
	J	I	M	A	M	J	J	A	S	O	N	D			
1734 Train R&D personnel in research methodologies								X					Personnel trained in research method 21 August	Training 5 participants 15 days	
1735 Workshop with MED authorities on findings and implications									X				Officials informed 30 September	Research Consultant 5 days	
Objective 18 Support the MED in development and execution of a strategic decentralization plan to improve the effectiveness of the elementary education system															
181 Complete consolidation and strengthening of the 9 targeted Departmental Directorates of Education (DDEs) as independent organizational units Local DDEs are 1) Leon 2) Chinandega 3) Managua 1 4) Managua 2, 5) Carazo, 6) Rivas 7) Matagalpa, 8) Boaco and 9) Chontales															
1811 Provide on site advice and basic inputs to the 9 DDEs above for them to serve as deconcentrated units		X			X			X				X	9 DDEs functioning independently and with basic resources, 30 November	Decentralization Consultant 90 days	MLD/BASL D D
182 Prepare and edit the 'Basic Manual on the Administration of Autonomous Centers'	X	X	X	X									Manual composed of 9 booklets 1st April	10 days each Consultant in Decentralization HR Accounting Publish Manual 180pps 500 copies	MED/BASL

Activities	Time Frame												Product & Date	Resources (Budget)	Responsib	
	J	F	M	A	M	J	J	A	S	O	N	D				
183 Train MED Central officials of the different General Directorates in the 1996 MFD Decentralization and Targeting Plan		X												Involvement of different sections of MED Central in the 1996 MED Plan, 28 February	Decentralization Consultant, 10 days 210 MED Central officials trained in 7 1-day workshops	MED/BAS
184 Provide and support management training to the DDEs of the 17 departments to be decentralized	X													150 officials trained (Departmental Directorates), 31 January	Decentralization Consultant 10 days Management Training for Educational Decentralization (2 5 day events)	MED/BAS D D
185 Support functional training of the 17 DDEs for them to begin to function as deconcentrated units	X	X	X	X	X	X	X	X						102 officials trained and DDE part functioning independently 5 days 31 August	Training, 5 days 102 officials Decentralization Consultant 10 days	MED/BAS
Objective 19 Support the MED in the implementation of a Strategic Management model for institutional planning (policy deployment)																
191 Define within the MED changes required in relation to target areas in order to institutionalize policy deployment and ensure continuity in MED policies and projects																
1911 Define with greater precision change elements required at different levels and actors, who will in turn define critical tasks around the target elements		X												Identification and revision of critical task programming 28 February	Strategic Development Consultant 10 days	MED/BAS

Activities	Time Frame												Product & Date	Resources (Budget)	Responsibility
	J	F	M	A	M	J	J	A	S	O	N	D			
1912 Train enlarged DISUP and supervisors in educational system change management		X	X					X					40 persons trained, March August	Strategic Development Consultant, 20 days	MED/BAS
1913 Identify policy deployment tools and train specific directors in the use of these too's to maintain MED focus			X										50 persons trained 31 March	Strategic Development Consultant, 5 days	MED/BAS
1914 Monitor implementation of change management and policy deployment and provide support on specific points and problems that arise with implementation					X	X	X	X	X	X	X	X	Implementation of work method 31 December	Strategic Development Consultant, 15 days	MED/BAS
1915 Support the Minister and his closest staff in maintaining MED strategic focus to ensure consistency and continuity		X	X	X	X	X	X	X	X	X	X	X	Feedback and specific consultations, 31 December	Strategic Development Consultant, 30 days	MED/BAS
1916 Support the Minister in preparation of strategic change vision and in the "selling" of policies to maximize continuity in 1997		X	X	X	X	X							Strategic vision and transition plan 30 June	Strategic Development Consultant, 20 days	MED/BASE
192 Identify and support MED's utilization of emerging information infrastructure as a strategic management tool		X	X	X	X		X				X		Meetings and electronic bulletins Users trained producing and using analytic information 31 October	Information Consultant 10 days LIC/ID	MED/BASE

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
193 Support implementation of monitoring system as strategic management mechanism (linked to Objective 22)	X	X	X	X	X	X	X	X	X	X	X	X	X	Monitoring system in operation (see Objective 22) Analytic reports 31 December	LIC/ID	MED/BASI
194 Support the integration of the budget system into the strategic monitoring process (linked to Objective 23)				X			X							Budget in use as monitoring tool (see Objective 23) 31 July	Budget Consultant 5 days	MED/BASE
Objective 20 Support the MED in analyzing and recommending changes in the system for policy adoption, disseminating and implementation in the context of decentralization																
201 Support the MED in instituting a Policy Dialogue on the reforms (linked to Objective 29)		X	X	X	X	X								Policy Consensus	Consultants Decentralization, 5 days Evaluation 5 days	MED/BASE
202 Prepare position papers proposing alternatives and strategies			X		X		X							Alternative Policy Proposals, 31 July	Consultants Research and Education Management 30 days CLP/DI	MED/BASE
Objective 21 Support the MED in defining the General Supervision Division's role in education administration within the context of decentralization																

Activities	Time Frame													Product & Date	Resources (Budget)	Responsible
	J	F	M	A	M	J	J	A	S	O	N	D				
21 1 Revise and adjust the Territorial Education Sectors (TES), supervision system including functions of TES Supervisors, relations with Training Center Directors, Municipal Delegates and Department and National Supervisors	X													Functions of SET supervisors, Departmental Supervisors and National Supervisors 31 January	10 days Supervision Consultant	MED/BASE
21 2 Develop Training Plan for Departmental Supervisors and SET Supervisors		X												Training Plan Training for 85 supervisors, 5 days 28 February	10 days Supervision Consultant	MED/BASE
21 3 Support and participate in implementation of Training Plan mentioned in 21 2			X	X	X									500 supervisors w/ll trained in the supervision of MTD centers 5 days 31 May	25 days Supervision Consultant Training 500 participants 5 days	MED/BASE
Objective 22 Design and implement a monitoring and evaluation model for the three components of the BASE project																
22 1 Support the implementation of the MED monitoring system	X	X	X	X	X	X	X	X	X	X	X	X	X	Monitoring system implemented January December	Evaluation Consultant 25 days	MED/BASE (C&M)
22 2 Design monitoring instruments	X	X	X	X										Instruments ready January April	Evaluation Consultant 10 days	MED/BASE (C&M)

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible
	J	F	M	A	M	J	J	A	S	O	N	D			
22 3 Advise on the collection, processing analysis and interpretation of data obtained from monitoring			X	X		X	X		X	X		X	Data collected Exit slips Analysis and interpretation of data March April June July September October December	Evaluation Consultant 7 days	MED/BASC (C&M)
22 4 Train the relevant personnel in the MED in the monitoring system and analysis of findings	X	X			X			X				X	50 officials trained January-February May August November	Evaluation Consultant, 15 days Training 50 participants 10 days	MED/BASC
22 5 Continue to support the evaluation of the decentralization process		X	X						X	X			Progress Report, February March September-October		MED/BASC (C&M), BM
22 6 Establish systematization and organization of an evaluation data base (see 19 3)	X	X	X	X	X	X							Data base Information register January June		MED/BASL (C&M)
Objective 23 Support the MED in the design and implementation of a system for annual budget preparation															
23 1 Prepare the 'Management Booklet for Autonomous Primary School Administration for the use of Directive Councils	X	X											Booklet 5 How to formulate, control and interpret a budget" Objective 18 activity 18 2	Budget Consultant, 10 days	MED/BASC

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
23 2 Provide technical advice on the development of software for the monitoring and control stages of the budget process	X	X	X											Develop software to permit Control of levels of budget performance from the cost centers Comparison of accounting information with budget information - An analysis of variations between performance and approvals 31 March	Budget Consultant 25 days	MED/BASI
23 3 Complete the "Budget Process Guide" including all the stages formulation implementation, monitoring and control	X	X	X											Guide, 30 April	Budget Consultant, 15 days	MED/BASE BM
23 4 Train budget officials in the use and interpretation of results obtained through the budget system including monitoring and control at the conceptual level, and use of software				X	X									Technicians trained 60 participants 3 days 31 May	Budget Consultant 15 days Training 60 participants 3 days	MED/BASE

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
23 5 Provide training in the Budget Process at the conceptual level, and management of budget formulation and consolidation software.						X	X							Training (Workshop) Training workshop for budget officials unfamiliar with the process Reinforcement for those who participated in the 1996 budget process Output 1997 Budget 31 August	Budget Consultant 45 days Training 60 participants 12 days	MED/BASL
23 6 Support the 1997 Budget Process								X						1997 Budget 31 August	Budget Consultant, 20 days	MED/BASL
Objective 24 Support the M&D in the design and implementation of an information system																
24 1 Consolidate advances achieved during 1995 by expanding the coverage of the information system at the departmental level with the Departmental Directorates of Education (DDEs) of Carazo, Chimandega Granada, León, Managua 1, Managua 2 and Rivas																
24 1 1 Prepare technical specifications for the electrical and data installations of the information network in all the departmental centers of the country	X													Plans to invite bidding for installation services 31 January	Installations Consultant 22 days Information Consultant, 4 days	MCD/BASE
24 1 2 Contract installation services		X												Company contracted, 28 February	Information Consultant 5 days	BASE

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
24 1 3 Supervise installation in departmental centers			X											Supervision report, 31 March	Installations Consultant, 15 days 10 Base 1 cable test equipment	BASE
24 1 4 Receive install test and configure departmental systems				X										Installation report 30 April	Installations Consultant 15 days Information Consultant 4 days	MED/BASE
24 1 5 Train DDL personnel in M&E Office				X	X									90 officials trained, 31 May	Training 90 participants courses Information Consultant 5 days Software Engineering Specialist 5 days	BASE
24 1 6 Train DDE personnel in applications (Payroll, Budget, etc)	X	X				X	X							60 officials trained, 31 July	Training 60 participants 10 days Information Consultant 5 days Local Software Engineering Specialist 10 days	BASE/MED

Activities	Time frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
24 1 7 Update network software to Novell 4 1			X	X										Update completed 30 April	Installations Consultant, 20 days Information Consultant 3 days	BASE
24 1 8 Evaluate software development tools	X	X												Product recommendations 28 February	Software Engineering Specialist 10 days	BASL
24 1 9 Conduct graphic consultations of the statistical information subsystem		X	X											Graphic consultation installed 31 March	Software Engineering Specialist 5 days Information Consultant 5 days	MED/BASE
24 1 10 Support completion and maintenance of applications in information subsystems		X	X	X	X	X	X	X	X	X	X	X	X	Complete subsystems installed, 31 December	Software Engineering Specialist 40 days	MED/BASL
24 1 11 Define and implement methodology for the development of software			X	X	X									Methodology established 31 May	Software Engineering Specialist, 15 days	MED/BASL
24 1 12 Assist in preparing specifications for additional equipment from other donors		X	X	X	X	X	X	X	X	X	X	X	X	Specifications completed, 31 December	Information Consultant 10 days	BASE
24 2 Strengthen the operation and support capacity of the General Directorate of Information Systems																
24 2 1 Contract training in administration of Novell 4 1 networks for information officials						X								Course contracted 30 June	One-week course in Costa Rica	BASE

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
24 2 2 Provide financial advice so that the Information Division can give the necessary support to the DDEs		X	X	X	X	X	X	X	X					Commitments obtained and fulfilled 31 December	Information Consultant 15 days	BASE
24 2 3 Plan to prevent and recover from system downfall & security risks		X												Security and Systems Recovery Procedures Manual, 28 February	Information Consultant 6 days Software Engineering Specialist, 4 days	BASE
24 2 4 Improve Information operations (security order, logistics tools, spare parts and storage)			X											Operations Improvement Manual 31 March	Information Consultant 14 days	BASE
24 2 5 Prepare DDE support plan				X										Support Plan 30 April	Information Consultant 8 days Software Engineering Specialist 4 days	BASE
24 2 6 Study supply requirements for the operation of central and departmental systems						X	X							Required inputs defined 31 July	Information Consultant, 10 days	BASE
24 3 Promote the use of the MED information system																
24 3 1 Support training workshop in the use of educational information			X	X										Workshop completed 30 April 86 participants	Information Consultant 10 days Workshop 86 participants 1 day	MED/BASE
24 3 2 Support development and distribution of manuals for system use and applications		X	X	X	X									Manuals ready 31 May	Information Consultant 5 days	MED/BASE

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
24 3 3 Monitor office automation among MED central users			X											Follow-up completed 31 May	National Software Specialist in M&E Office, 22 days	BASE
24 3 4 Support mini-workshops		X			X			X				X		Mini-workshops completed 30 November	Information Consultant 8 days Workshop 80 participants' ½ day	BASE
24 4 Investigate new technologies																
24 4 1 Identify, research and test innovations how to interconnect the central network with the departments, educational software multimedia for conferences and presentations connection to external information services		X	X	X	X	X	X	X	X	X	X	X	X	Recommendations of innovations to be adopted 31 December	Information Consultant 10 days	BASE
Objective 25 Support the MED in designing and implementing a training program for the decentralization process and the consolidation of management capacity in MED Central (This objective is subject to the appointment of a MED General Training Coordinator)																
25 1 Consolidate the MED Global Training Plan	X													MED Global Training Plan, 31 January	Training Consultant 15 days	MED/BASL RR III
25 2 Support the implementation of the MED Global Training Plan (described under other objectives)	X	X	X	X	X	X	X	X	X					Personnel trained 30 September	Training Consultant 80 days	MED/BASL RR III
25 3 Coordinate the multiple plans and types of training in order to optimize efficiency and effectiveness		X	X	X	X	X	X	X	X	X	X	X		Follow up Feb-December		MED/BASL RR III
25 4 Establish criteria and instruments to evaluate the quality and results of the training		X												Instruments 28 February	Training Consultant, 10 days	MED/BASL
25 5 Evaluate the results of training programs and recommend adjustments				X			X			X				Evaluation, 30 September	Training Consultant 20 days	MED/BASL

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible		
	J	F	M	A	M	J	J	A	S	O	N	D					
Objective 26 Support the MED in the implementation of its payroll and human resource systems																	
26 1 Install pilot system for Payroll and Human Resources		X	X											Successful pilot 31 March	HR Consultant, 20 days	MED/BASE	
26 2 Develop procedures for user interaction (input & output)		X	X	X	X	X								Manuals y Guides 30 June	HR Consultant, 15 days	MED/BASE	
26 3 Develop training modules in Human Resources and Positions System						X								Module (Guide) 30 June	HR Consultant 10 days	MED/BASE	
26 4 Establish an installed capacity in the Human Resource Division to ensure system sustainability		X	X	X	X	X								Guides System Functioning, Personnel Trained, 30 June	HR Consultant 15 days Training 10 participants, 2 days	MED/BASE	
26 5 Develop procedures and norms for the management of files and physical records		X	X	X										Norms and Procedures 30 April	HR Consultant 15 days	MED/BASE	
26 6 Provide qualitative and quantitative evaluation of system							X							System successfully evaluated 31 July	HR Consultation 15 days	MED/BASE	
Objective 27 Support the MED in the design and implementation of a new accounting system for the local Departmental Directorates and Central MED																	
27 1 Install and train in the use and management of PLATINUM accounting software, in accordance with the installation of the computer equipment	X													a) PLATINUM installed and tested 31 January	Accounting Consultant 15 days	MED/BASE	
27 1 1 Train DDL personnel Accountants, Auditors and systems personnel		X	X	X	X	X	X	X	X					b) 57 DDL participants trained and evaluated 30 September	Training courses in PLATINUM, 57 participants	BASE	

Activities	Time Frame												Product & Date	Resources (Budget)	Responsib	
	J	I	M	A	M	J	J	A	S	O	N	D				
2712 MED Central participants Accountants, Coordination and Monitoring, Treasury, Finance, Supplies, Budget and Information systems	X													c) 28 participants trained and evaluated 31 January	PLAINUM course, 28 participants	BASE
272 Incorporate, into MED accounting records, the property already legalized in the property legalization process, through an analysis of the different MED property adjustment certificates, assisting the accounts office in the establishment of assessment parameters	X	X	X	X	X	X	X	X	X	X	X	X	X	Physical and financial control of real estate through balances reflected in Financial Statements January-December	Accounting Consultant, 30 days	MED/BASI
273 Organize, coordinate train and incorporate into the MED Financial Statements the inventory of Fixed Furniture Assets, prepared with the assistance of other projects or with MED's own resources and their reconciliation with MIFIN's office of State Assets			X	X	X	X	X	X	X	X	X	X	X	Physical and financial control of inventory through balances included in Financial Statements and Current Inventories, 31 December	Accounting Consultant 30 days	MED/BASI
274 Organize, train supervise and incorporate into the MED Financial Statements the inventory of Goods and Services (Warehouses) prepared with the assistance of other projects or with MED's own resources				X	X	X	X	X	X	X	X	X	X	Physical and financial control of inventories through balances included in Financial Statements and Current Inventories 31 December	Accounting Consultant 30 days	MED/BASI

Activities	Time frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
27 5 Guarantee the appropriate adjustment of the automated check, issuance system of the Treasury to the new codes of the accounting system and the export/import of data to the accounting software	X	X	X											a) System adjusted for new accounts and working b) Exporting of data to PLA FINUM software 31 March	Accounting Consultant 15 days	MED/BASI
27 6 Provide technical assistance in accounting to implement the new accounting system in the DDEs and MED Central, including the installation of account catalogs in automated or manual systems and the evaluation of consultations on particular or special transactions	X	X	X	X	X	X	X	X	X	X	X	X	X	a) Accounting System working and financial Statements b) Quarterly monitoring and evaluation reports 31 December	Accounting Consultant, 50 days	MED/BASE
27 7 Provide technical assistance for the coordination of training from the departmental level to the level of the municipal and autonomous centers, in order to guarantee homogenization (uniformity) of accounting criteria, including workshops on didactic training materials and training supervision			X		X	X	X	X	X				X	a) Terms of reference for contracting/ performance of trainers b) Workshop on training materials to be used c) Evaluation of trainers 31 December	Accounting Consultant 15 days	MED/BASE

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible
	J	J	M	A	M	J	J	A	S	O	N	D			
27 8 Update of Manual of Accounts of the Accounting System based on changes proposed by Central MED, Departmental Directorates, decentralized municipalities and/or autonomous centers				X				X				X	a) Accounts Manual updated and in operation 31 December	Accounting Consultant 10 days	MLD/BASE
Objective 28 Support the MED in the design and implementation of a system to improve management in selected areas of the General Administration Division															
28 1 Conduct a study of the strengths and weaknesses in the areas of goods and services (stores, purchases, maintenance, transport and basic services)	X	X	X										Diagnostic report and analysis, 31 March	Local Consultant, 30 days	MED/BASE
28 2 Recommend strategies and action programs to strengthen the administration of these areas, including new policies, organizational structures, information systems and training		X	X	X									Verifiable recommendations 30 April	Local Consultant, 5 days	MED/BASE
28 3 Advise the MED in the revision and formulation of norms procedures and manuals to guide the development of the activities and services of the supplies division					X	X	X						Norms, 31 July	Local Consultant 10 days	MLD O&M
28 4 Support the adaptation and implementation of administrative processes in the DDEs in the area of goods and services						X	X	X					Processes implemented in local DDLs, 31 August	Local Consultant 20 days	MED/BASE
28 5 Support the MED in the establishment of monitoring tools evaluation and supervision in the areas of Goods and Services, in the decentralized units (see objective 22)						X	X	X					Monitoring System 31 July	Local Consultant, 15 days	MLD/BASE
28 6 Advise the MED in the preparation of a single Contracts Manual in the administrative area, in accordance with the Government's Contracts Law							X	X	X	X			Contracts Manual, 30 October	Local Consultant, 25 days	MED/BASE
Objective 29 Support the MED in the preparation of a General Education Law to define the new purposes, principles and objectives of Nicaraguan education															

Activities	Time Frame												Product & Date	Resources (Budget)	Responsible	
	J	F	M	A	M	J	J	A	S	O	N	D				
29 1 Support the MED in the preparation of a draft General Law, and/or Education Decentralization Law (linked to Objective 20, policies)	X	X	X	X	X									Draft Law 31 May	Local Legal Consultant 60 days Decentralization Consultant 5 days International Speaker, 5 days	MED/BASE
29 2 Agree on and lead a process of information dissemination consultation and concertation with key sectors		X	X											Events and compilation of observations 31 March		MED
29 3 Support the MED in the discussion and approval of the Law				X	X	X	X							Law presented and discussed, 31 July	Local Legal Consultant 10 days	
29 4 Revise and improve current normative instruments, operational guides, and regulations used by the MED to support the decentralization process (related to Objective 18)	X						X	X						Norms and Guides 31 August	Local Legal Consultant 20 days	MED/BASE

**BASIC EDUCATION PROJECT
ANNUAL PLAN**

CONSULTANT'S LEVEL OF EFFORT (IN DAYS)

No.	Area	Institutional Development	Training	Curricular Development	Total
1	Evaluation	93		-	93
2	Bilingual Education	-		20	20
3	Curricular Material			30	30
4	Local audiovisual technician	-	2	-	2
5	Audiovisual Consultant		5		5
6	Research	175	-		175
7	Supervision	45	-		45
8	Logistics	105		-	105
9	Local System Installation	72			72
10	Software Engineer	93			93
11	Software Consultant (National)	22			22
12	Information	137			137
13	Budget	135			135
14	Strategic Management	100			100
15	Decentralization	140			140
16	Accounting	205			205
17	Human Resources	100			100
18	Conferences	5			5
19	Training	125			125
20	Legal (local)	90			90
21	Educational Management	30			30
TOTAL		1672	7	50	1729

**BASIC EDUCATION PROJECT
ANNUAL PLAN 1996**

TRAINING

MODALITY COURSE

No	COURSE	Participants by Component			
		Curricular Development	Training	Institutional Development	Total
1	Teaching update 1st and 2nd grade Math and Spanish	1500			-
2	Novell			3	3
3	Platinum			85	85
4	MS Office for DDE			90	90
TOTAL		1500	0	178	1678

December 15, 1995

**BASIC EDUCATION PROJECT
ANNUAL PLAN 1996**

TRAINING

MODALITY, WORKSHOP WITHOUT LODGING

Component	Workshop	Objective	Participants	Days
Teacher Training	Self Training Workshop 3rd and 4th grade	9 2 1	30	4
	Sensibilization Workshop	9 2 7	80	1
	Use of Audiovisual Equipment	14 3	15	1
	SUB TOTAL		125	6
Institutional Development	Monitoring system and analysis of results	22 4	50	10
	Deconcentration Plan and MED targetting for 96	18 3	210	7
	Use of instruments to set up targets	19 1 3	50	5
	Mini workshops	24 3 4	80	1/2
	Sustainability of human resources system	26 4	10	2
	Research logistics	17 3 4	5	15
	SUB TOTAL		405	39 5
TOTAL			530	45 5

BASIC EDUCATION PROJECT
'ANNUAL PLAN 1996'
TRAINING PLAN
MODALITY WORKSHOP WITH LODGING

COMPONENT	WORKSHOP	OBJECTIVE	PARTICIPANTS	DAYS
Teacher Training	Reinforcement Priority I/1st and 2nd/I Semester	9 2 2	85	5
	Reinforcement Priority I/3rd and 4th/I Semester	9 2 3	85	5
	Reinforcement Priority I/1st and 2nd/I Semester	9 2 4	446	10
	Reinforcement Priority I/3rd and 4th/I Semester	9 2 5	350	5
	Follow up Workshop	9 2 6	123	2
	Reinforcement Priority II/1st and 2nd	9 3	3 500	5
	Reinforcement Priority III/1st and 2nd	9 4	2 550	4
	Standard Strengthening Priority I 1st and 2nd II Semester	9 5	446	4
	IDEM 3rd and 4th grade	9 6	350	4
	Tampa Workshop	14 1 1	30	13 118
	Professional Practicium	14 2 1	30	3
	Use of Didactic equipment	14 4	30	3
	SUB TOTAL			8025
Institutional Development	Management Training for education decentralization	18 4	150	10
	Management for change in educational system DISUP	19 1 2	20	10
	Training target supervision	21 3	500	5
	Use and interpretation of budget system data	23 4	60	3
	DDE MIS applications	24 1 6	60	10
	Deconcentrated structures	18 5	102	5
	Management for change in educational system	19 1 2	20	10
	Budget Process 97	23 5	60	12
SUB TOTAL			972	65
TOTAL			8 997	118

ACADEMY FOR EDUCATIONAL DEVELOPMENT

Contract No 524-0329-C-00-3024-00

BASIC EDUCATION PROJECT

Project No 12-2035

I
Quarterly
Rep.

QUARTERLY REPORT: FIRST QUARTER, 1996

Submitted by: Nick D. Mills, Chief of Party

AID Project Officer: Anthony Vollbrecht

10 April, 1996

ACADEMY FOR EDUCATIONAL DEVELOPMENT
BASIC EDUCATION PROJECT - BASE

QUARTERLY REPORT FIRST QUARTER, 1996
January - March 1996

A NARRATIVE

1 Background

The contract objective is to perform the technical services and to deliver the reports and other deliverables necessary to implement the Basic Education Project. The total estimated level of effort is 1,091 person months. The total estimated cost is \$16,393,150.

2 Expected Results

The BASE project has three primary areas of activity that will result in the improved efficiency and quality of primary education in Nicaragua. These areas are Curriculum Development, Teacher Training, and Institutional Strengthening.

The primary results anticipated in the Curriculum Development component are the creation/revision of teacher guides and new instructional materials for grades 1-4, the development of student assessment procedures in the classroom, and the provision of classroom resources. The revised curriculum and materials will be in the areas of language arts, math, science, and civics.

The primary results anticipated in the Teacher Training activity are to train primary school teachers in appropriate teaching methodologies and in the use of the revised instructional materials, create an in-service teacher training network using demonstration and laboratory schools, and develop and distribute a Basic Education Guide. Approximately 12,000 teachers will receive training under the project.

The results anticipated in the Institutional Strengthening component will include a functioning Management Information System and improved procedures in human resource management, budget and finance, inventory, and educational statistics. The establishment of a management and administrative training function will also result from the project. All organizational development activities will support the implementation of a decentralized educational system.

- 3-5 The following tables contain information called for in items 3, 4, and 5 (Current core activities, Performance, and Statement of work) of USAID's published "Guidelines for Contract Quarterly Performance Reporting"

Component I Curriculum Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
<p>Objective 1 Support the Curriculum Division in the development of learning goals a curriculum development plan curriculum matrices in mathematics language arts civics and science for grades 1-4 and study programs and methodological guides</p>	<p>1 Preparation, implementation and follow-up of the Curriculum Development Plan for 1996</p>	<p>1 1 The Curriculum Development Plan for the Curriculum Division for 1996 was prepared, as well as the implementation and monitoring program for this plan</p>	<p>Weekly visits are made to the teams and meetings of the Central Coordinating Commission (the body in charge of supervising and advising the work teams) in order to monitor the work being carried out</p>
	<p>2 Validation of the Study Programs and Methodologies for 3rd and 4th grades (Spanish, mathematics, science and civics)</p>	<p>2 1 The results of the Preliminary Validation Report for 1st and 2nd grades were presented to the curricular technical team in the Central Office</p>	<p>The Evaluation Team is working on the final report which will include observations compiled in the presentation This will be finished in April</p>
		<p>2 2 A more complete design for the validation of 1st and 2nd grades was prepared and presented</p>	<p>The implementation of the design will be an activity of the Department of Investigation of the MED</p>
	<p>2 3 A proposal for a design of the validation of the 3rd and 4th grades was prepared and presented, as well as the instruments to be used</p>	<p>This activity will begin in the II Trimester</p>	
<p>Objective 2 Publish approximately 60 000 guides and programs for teachers of grades 1-4 in mathematics, language arts civics and science</p>	<p>1 Publishing of 8 Study Programs and 8 Methodologies for Spanish, science, mathematics and civics for 3rd and 4th grades</p>	<p>1 1 A national consultant was hired to coordinate the publishing activities</p>	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		1 2 Six secretaries and 1 technician from the General Directorate of Education were trained in the use of Page Maker for the preparation of documents	<p>The publishing team is made up of the Coordinator - 4 of the secretaries trained and 2 artists</p> <p>The Curriculum Directorate is responsible for the monitoring on the part of the MED</p>
		1 3 The calendar of publishing activities was prepared and approved	
		1 4 The programs and methodologies for mathematics and Spanish were adjusted	
Objective 3 Support the MED in preparing documents on the production, promotion and use of low cost teaching materials	2 Revision of Programs and methodologies for 1st and 2nd grades according to the results of the validation		Depends on the presentation of the Final Validation Report
	1 Follow-up actions to the training of Grades 1-4 teachers on the use of the Manual for the Preparation of Low-Cost Teaching Materials (Teaching Aids)	1 1 Training was given to 381 3rd and 4th grade teachers from the Model Schools in the use of the Manual and additional training was given to 446 1st and 2nd grade teachers from the Model Schools as well as 170 technicians from the II level of the Training Network	The follow-up of this training is included in the global follow up plan for the training of teachers from the Model Schools (Objective 9)
	2 Publishing of the Manual		Reprogrammed for November The Curriculum Directorate gave priority to the Programs and Methodologies

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
<p>Objective 4 Support the MLD in the development of procedures and instruments to be used by teachers to evaluate student performance according to learning goals established in Study Programs</p>	<p>1 Follow-up training actions on student assessment for Grades 1-4 teachers</p>	<p>1 1 Training was given to 381 3rd and 4th grade teachers from the Model Schools and 8,500 1st and 2nd grade teachers. Additional training was given to the 446 1st and 2nd grade teachers from the Model Schools and the 170 technicians from the II level of the Training Network</p>	<p>The follow-up of this training is included in the global follow-up plan for the training of teachers from the Model Schools (Objective 9)</p>
	<p>2 Support the preparation of the Methodological Manual for Student Assessment and Grading Systems</p>		<p>Reprogrammed for November The Curriculum Division gave priority to the Programs and Methodologies</p>
	<p>3 Coordination with the General Supervision Division for the application of the Manual for Student Assessment</p>	<p>3 1 A 3-day training workshop was coordinated with the General Supervision Division which included training in the use and application of new techniques for student assessment. One hundred and forty people participated including supervisors delegates and technicians from the whole country</p>	<p>The main objective was to sensitize this personnel and train them in order that they may give effective support to the teachers in the new assessment techniques being implemented (Objective 9)</p>
<p>Objective 5 Support the MED in developing a formative evaluation methodology to measure advances in the areas of teacher training and curriculum development</p>			<p>This activity is included in Objective 22</p>
<p>Objective 6 Conduct studies on the feasibility of cost recovery in the areas of teacher and curriculum development</p>			<p>Carried out in 1994</p>

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 7 Support the MID in the design and implementation of a teacher refresher program in 2 areas (Mathematics, Spanish) for selected 1st and 2nd grade teachers	1 Preparation of Implementation Plan	1.1 The coordinating team was formed	This team was composed of the Vice-Minister, General Directors of Supervision and Education, the Project Director and the long-term Curriculum Consultant
		1.2 The Implementation Plan and the calendar of activities were prepared	
		1.3 An observation visit to a similar program in the Dominican Republic was planned	The trip was cancelled at the request of the Ministry of the Dominican Republic
	2 Preparation of curricular design	2.1 The Scope of Work was prepared and a consultant was identified and hired for the design and implementation of the Program	
		2.2 A proposal for the design of the Training and Refresher Program for 1,000 1st and 2nd grade teachers in reading, writing and mathematics was prepared and given to the MED	The design includes - Proposal request to universities - Academic pensum - Profile of program graduates
		2.3 A calendar of activities prior to the beginning of the program was prepared	
		2.4 A proposal was developed public for bidding by universities	The public bidding will be carried out in the II trimester
		2.5 Terms of reference were prepared for naming a Program Coordinator	This person will be responsible for implementation coordination in the universities that are selected

Component II Teacher Training

OBJECTIVES*	CORF ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 8 Support the MLD in the production and distribution of 20,000 copies of the Basic Education Manual for Primary Teachers			Carried out in 1994
Objective 9 Support the MED in the design and implementation of an elementary school teacher training plan, including the recruitment and training of master teachers the creation of laboratory and demonstration schools and the implementation of innovative programs for large-scale teacher training, based on child centered learning methodologies	1 Preparation of the Operational Training Plan for 1996	1.1 The Operational Training Plan for the Training Network and the Model Schools was prepared (I Semester 96)	
	2 Integrated development of the Model Schools (priority 1)	2.1 Training and refresher courses were given to 30 facilitators from the central offices for 7 days (January 2-10) (Level I of Network)	The content of the training courses was the use of curricular documents for 3rd and 4th grades
		2.2 The training of 85 facilitators was reinforced for 5 days (January 15 to 19) in the use and handling of curricular components for 1st and 2nd grade (Level II of the Network)	
		2.3 Training was given to 85 facilitators for 5 days (January 15-19) in the use and handling of curricular components for 3rd and 4th grade (Level II of the Network)	

* These components include Teaching Plans, methodologies, Student Assessment and Preparation and Use of Low-Cost Materials

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		2.4 The training of 446 1st and 2nd grade teachers of the Model Schools was reinforced for 9 days (January 24-February 2) in the use and handling of curricular components for 1st and 2nd grades	
		2.5 Training was given to 381 3rd and 4th grade teachers from Model Schools for 9 days (January 24-February 2) in the use and handling of curricular components	
		2.6 Meetings were held to sensitize 123 officials from the General Division of Supervision in key areas of the curricular transformation. The workshop was three days long (March 26-28)	The key areas were: constructivism profile of the model school, supervision evaluation, organization of the MICs, orientation for follow-up and support of programs according to the level of priority of the school.
	3 Consolidation of the Training Network	3.1 The consolidation of the network has continued through: a) training and workshops to sensitize at all 3 levels; b) follow-up visits to the training programs; c) workshops to sensitize and involve the Directors, departmental and municipal delegates and schools directors.	The foundation is being laid for a better coordination between the Directorates of Education and Supervision which will greatly strengthen the Network.
	3.2 The first edition of the Bulletin "La Red" ("The Network") was published with 20,000 copies distributed in 11 Mexico	This is a pilot project in order to observe the effectiveness of the Bulletin as part of a strategy to reinforce teacher training and the training network itself.	

* These components include: Teaching Plans, Methodologies, Student Assessment and Preparation and Use of Low-Cost Materials.

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
	4 Creation of In-service Training Micro-centers (MICs)	4.1 Preparation and presentation of a proposal for the organization and functioning of the MICs	This proposal was part of a workshop to sensitize the directors and departmental delegates, facilitators and supervisors (Objective 9.2.6)
	5 Follow-up of integrated development of Model Schools (Priority I)	5.1 A follow up and consulting team was organized for the 68 teachers of Model Schools	The team is made up of 6 facilitators, the person responsible for the Educational Training and the long-term consultant from BASE
		5.2 A strategy was designed as well as a follow-up plan and tools to be used in visits to the model schools	The follow-up plan was presented and approved by the Technical Commission for Education
		5.3 Observation visits to 27 model schools were made	These visits gave useful feedback to departmental directors, delegates, facilitators and supervisors in the sensitivity workshop (Objective 9.2.6)
		5.4 A follow-up plan was prepared and executed in each of the training sessions carried out between January 15 and March 28	
		5.5 A 1-day workshop-meeting was carried out to analyze and evaluate the training sessions. 80 members from different levels of the network participated	The conclusions and recommendations were sent to the General Supervision Division to improve coordination, support and monitoring of teacher training
	6 Generalization of 1st and 2nd grade curricular components for priority II schools (schools with a director)	6.1 Training was given to 3,800 teachers for 5 days (February 5-9) in the use and handling of 1st and 2nd grade curricular components	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
	7 Generalization of 1st and 2nd grade curricular components for priority III schools (schools without a director)	7.1 Training was given to 3,700 teachers for 4 days (February 13-16) in the use and handling of 1st and 2nd grade curricular components	
Objective 10 Conduct a study on the causes of grade repetition and incorporate findings in designing strategies for teacher training and curriculum development			Carried out in 1994
Objective 11 Support the MED in establishing 41 demonstration schools and 5 laboratory schools (affiliated with the normal schools) to serve as training and validation centers for new educational materials, equip schools with appropriate furnishings, reference books, and learning kits	1 Purchase and distribution of learning kits	1.1 The content was determined and the specifications for each component of the learning kit were prepared	The approximate value of each learning kit is \$300.00. One thousand kits will be purchased for the model schools and autonomous schools of Priority 1. They will be purchased in the II trimester.
	2 Purchase and distribution of furnishings and educational materials for 3rd and 4th grade	2.1 Contracts were signed for the construction of student desks 2.2 The purchase of the list of educational materials to be distributed to each schoolroom was begun	The distribution of furnishings and materials depends on the reparations of the Model Schools. This is planned to begin in April.
Objective 12 Support the MED in training no less than 140 master teachers, selected from elementary schools, to validate new curriculum materials and to train other master teachers			Included in Objective 9
Objective 13 Support the MED in the training of approximately 12,000 grade 1-4 teachers in appropriate educational methodologies and in the use of educational materials			Included in Objective 9

69

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 14 Provide technical assistance to strengthen Normal Schools and equip them with audiovisual resources for micro-teaching	1 Orientation for the team of Professional Teacher Training Facilitators on curricular transformation in elementary education	1.1 A 3-day orientation workshop was planned and carried out for 20 facilitators from the Normal Schools (January 15-17)	
	2 Validation of Professional Practices Regulations (PPR)		The Directorate of Teacher Training reprogrammed it for the II trimester
	3 Purchase and training in the use of audiovisual equipment	3.1 Audiovisual equipment was provided to 8 Normal Schools	The equipment consisted of 1 VHS monitor, video, camera and tripod, and 8 cassettes
		3.2 Eight 1-day workshops regarding use and maintenance of video equipment were carried out in the Normal Schools. Five teachers per school participated in each event (February 28 to March 15)	The training was carried out simultaneously with the delivery of the equipment to the school. The Normal Schools covered were Managua, Jinotepe, Chinandega, Jicalpa, Estelí, Matagalpa, Bluefields and Puerto Cabezas
		3.3 Preparation for training in the pedagogical use of audiovisual equipment was begun	The Directorate of Teacher Training reprogrammed this activity for the II trimester
	4 Training in the didactic use of audiovisual equipment		
	5 Bibliography	5.1 The process of revision and selection of textbooks continues	

COMPONENT III Institutional Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 15 Conduct study on the impact of family structure on school attendance (based on existing survey data)			Completed in 1995
Objective 16 Conduct a study on the variables (including family structure) that affect dropout & repetition (based upon [a] MED statistics & [b] surveys in selected areas [This activity is incorporated in Objective 17 below])			Incorporated in Objective 17
Objective 17 Support the MED in the development of a research strategy, as well as in the design and implementation of priority studies	1 Support the Research and Development Unit in identifying an educational research program in the context of decentralization	1.1 Discussions were held with the team that is evaluating the process of decentralization	
Objective 18 Support the MED in development and execution of a strategic decentralization plan to improve the effectiveness of the elementary education system	1 Technical assistance to the Departmental Directorates of Education (DDEs)	1.1 A report was written on the present state of the 8 DDEs visited	The DDEs visited were Boaco, Carazo, Chimandega, Ison, Managua I y II, Rivas and Chontales
		1.2 Eight DDEs received technical assistance in the preparation of a plan of activities for 1996	The consultancy was oriented to the MED Decentralization and Targeting Plan
	2 Preparation of a Basic Manual on the Administration of Autonomous Centers	2.1 Drafts for the 9 booklets of the Manual were prepared	This activity is being carried out with the collaboration of Budget and Accounting consultants. This activity will conclude in the II trimester.
	3 Training in Management Strategy for 17 DDEs	3.1 Two 7-day workshops on Management Strategy were held. Each workshop had 65 officials that participated from the different DDEs (January 8-21)	

51

COMPONENT III Institutional Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
	4 Functional training for 17 DDLs	4.1 Training was given to 30 people from 4 DDEs for 5 days in functional management (January 22-26)	
	5 Training of officials from the central office on the Decentralization and Targeting Plan of the MED for 1996	5.1 Five 1 day workshops were held with a total of 150 officials participating from different divisions and directorates	Two more workshops have been programmed to be held in the next trimester
Objective 19 Support the MED in the implementation of a Strategic Management model for institutional planning (policy deployment)	1 Support the MED in defining a model of change management according to the strategic focus established	1.1 The Minister and his staff received support in maintaining MLD strategic focus and in preparing a transition strategy to ensure consistency and continuity in MED policies and projects	
		1.2 A 1-day workshop was held to define elements of change required, the key actors and critical tasks to be executed. 16 MLD officials participated (February 29)	
Objective 20 Support the MLD in analyzing and recommending changes in the system for policy adoption, disseminating and implementation in the context of decentralization	1 Development of the process of dialogue on reforms to existing policies	1.1 The Scope of Work was established and a consultant was hired	This consultant will initiate the process of discussion of reforms
		1.2 A conference with 150 participants was held on the decentralization experience in other countries in the world (February 20)	This conference was an open forum in which officials from state institutions, private enterprise and the government participated

COMPONENT III Institutional Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 21 Support the MED in defining the General Supervision Division's role in education administration within the context of decentralization	1 Hiring of a consultant	1.1 The Scope of Work was established and a consultant was identified. The process of hiring has begun.	The consulting activity will begin in April.
Objective 22 Design and implement a monitoring and evaluation model for the three components of the BASE project	1 Support the implementation of the MED monitoring system	1.1 The MED monitoring system was developed. 1.2 On-site training was given to 14 members of the administrative and substantive areas in the use of the system.	
	2 Technical assistance on the design of instruments for monitoring, collection, processing and analysis of data obtained from monitoring	2.1 Monitoring instruments were designed	The Directorate of Evaluation of the MED is in the process of collecting the annual plans for piloting the system.
	3 Support the evaluation of the decentralization	3.1 Advice and follow-up were given to the data processing team for the quantitative evaluation of the piloting of instruments for quantitative evaluation	The evaluators will be trained in data analysis.
Objective 23 Support the MFD in the design and implementation of a system for annual budget preparation	1 Preparation of the Budget Process Guide	1.1 The guide was completed for the stages of formulation and consolidation and work has begun for the stages of monitoring and control.	
	2 Training in the Budget Process and use of software	2.1 A two-day training session for 5 administrative officials and a 3-day training session for 6 officials from the substantive area were held (March 11-15)	They were trained in formulation and budget consolidation.

51

COMPONENT III Institutional Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
	3 Preparation of the Management Booklet for Autonomous Primary School Administration	3 1 The final version of the booklet was prepared	Included in Objective 18 2 1
Objective 24 Support the M&D in the design and implementation of an information system	1 Bidding process and purchase of equipment for the 15 DDEs and Central MED	1 1 The bidding process for the purchase of equipment for 11 DDEs and Central MFD was completed	The equipment will arrive in the II trimester
	2 Coordination and installation of equipment in 15 DDEs and Central MFD	2 1 The equipment was installed in 4 model DDEs (Managua I, Leon Matagalpa and Chinandega)	15 DDE will be equipped, of which 9 are model DDEs in 1996 The other 2 DDEs will be equipped in 1997
		2 2 A calendar of activities was prepared for the installation in the 11 DDEs	
	3 Coordination and follow-up of sub-systems software	3 1 The payroll module is being redesigned in the Human Resources sub-system	
		3 2 The Planning and Budget Formulation module was concluded in the Budget sub-system	
		3 3 Platinum software was installed in the Accounting sub-system	
4 Supervision of the functioning of MIS in Central MED offices and DDEs	4 1 The functioning of the system in the MED and the installation of equipment in 4 DDEs was supervised		
5 Promote the use of the MFD Information System	5 1 A manual for system use and applications is being prepared for the central and departmental levels		

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COMPONENT III Institutional Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
<p>Objective 25 Support the MED in designing and implementing a training program for the decentralization process and the consolidation of management capacity in MLD Central (This objective is subject to the appointment of a MED General Training Coordinator)</p>	<p>1 Establish criteria and instruments to evaluate the quality and results of the training programs</p>	<p>1.1 Two meetings were held to collect information on the quality of training programs. Each meeting had a duration of 1 ½ days with the participation of 65 people per event (February 26-28)</p>	
		<p>1.2 A diagnosis was prepared on the training programs that have been carried out</p>	
		<p>1.3 The proposal for the MED Global Training Plan was designed</p>	
<p>Objective 26 Support the MED in the implementation of its payroll and human resources systems</p>	<p>1 Hire a consultant</p>	<p>1.1 The consultant for this area was identified and hired</p>	<p>At the end of 1995 the MED requested a change in the consultant for 1996</p>
	<p>2 Develop and implement the system for Payroll and Human Resources</p>	<p>2.1 A diagnosis was prepared on the personnel of this directorate and on the management of human resources of the MLD</p>	
		<p>2.2 The software design was completed and its installation has been planned</p>	<p>At the request of the MED the Systems Engineering consultant will develop the Payroll Module</p>
		<p>2.3 The general specifications for additional modules were completed</p>	
<p>Objective 27 Support the MED in the design and implementation of a new accounting system for the local Departmental Directorates and the Central MED</p>	<p>1 Installation and training in the use of Platinum</p>	<p>1.1 Training was given for 3 days to 12 people in the use of Platinum (January 17-19)</p>	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		1 2 Platinum software was installed in Central MLD and pilot testing on the system was carried out	Insufficient equipment in the Coordination and Monitoring Office makes the completion of this objective difficult
	2 Implementation of Platinum Software	2 1 Accounts and users were programmed into system	
		2 2 The check issuance system and accounts to be used were established	
	3 Technical assistance in the implementation of the new accounting system	3 1 Four programs to record and convert data and 1 program to record and revise data were prepared for the 34 autonomous centers	The success will be affected by the lack of personnel
Objective 28 Support the MED in the design and implementation of a system to improve management in selected areas of the General Administration Division	1 Hire a consultant	1 1 The scope of work was prepared and a consultant was hired	The consultant will begin work by the II trimester
Objective 29 Support the MED in the preparation of a General Education Law to define the new purposes principles and objectives of Nicaraguan education	1 Preparation of a General Education Law and draft of Education Decentralization Law	1 1 A legislative commission was created	The commission was created by the Minister and will be chaired by the Vice Minister
		1 2 The legal documents on Autonomy and Decentralization from 8 countries have been collected studied and compiled	
		1 3 The norms and regulations for the decentralization process have been reviewed updated and improved	
		1 4 A draft of the Law was prepared	
	2 Support the MFD in the discussion and approval of the Law	2 1 A strategy of dissemination of information by the MFD was prepared	Activity 1 of Objective 2 is part of the strategy

56

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		22 Meetings have been held with members of the National Assembly	These meetings are part of the dissemination strategy leading towards legislative approval

B Administrative Information

Contract Date	Total level of effort	1,091 pm
	Total estimated cost	\$ 16,393,150
1	Level of effort (last three months)	53 67 pm
2	Cumulative level of effort	409 77 pm
3	Unused level of effort	681 23 pm
4	Expenditures (last three months)	\$ 863,449
5	Cumulative expenditures to date	\$7,019,723
6	Remaining unexpended balance	\$9,373,427

ACADEMY FOR EDUCATION DEVELOPMENT
Contract No 524-0329-C-00-3024-00
BASIC EDUCATION PROJECT
Project No 12-2035

QUARTERLY REPORT· SECOND QUARTER, 1996

Submitted by· Nick D Mills, Chief of Party

AID Project Officer Anthony Vollbrecht

10 July, 1996

ACADEMY FOR EDUCATIONAL DEVELOPMENT
BASIC EDUCATION PROJECT - BASE

QUARTERLY REPORT SECOND QUARTER, 1996
April - July 1996

A NARRATIVE

1 Background

The contract objective is to perform the technical services and to deliver the reports and other deliverables necessary to implement the Basic Education Project. The total estimated level of effort is 1,232 person/months. The total estimated cost is \$16,392,150.

2 Expected Results

The BASE project has three primary areas of activity that will result in the improved efficiency and quality of primary education in Nicaragua. These areas are Curriculum Development, Teacher Training, and Institutional Strengthening.

The primary results anticipated in the Curriculum Development component are the creation/revision of teacher guides and new instructional materials for grades 1-4, the development of student assessment procedures in the classroom and the provision of classroom resources. The revised curriculum and materials will be in the areas of language arts, math, science, and civics.

The primary results anticipated in the Teacher Training activity are to train primary school teachers in appropriate teaching methodologies in the use of the revised instructional materials, create an in-service teacher training network using demonstration and laboratory schools, and develop and distribute a Basic Education Guide. Approximately 12,000 teachers will receive training under the project.

The results anticipated in the Institutional Strengthening component will include a functioning Management Information System and improved procedures in human resource management, budget and finance, inventory, and educational statistics. The establishment of a management and administrative training function will also result from the project. All organizational development activities will support the implementation of a decentralized educational system.

3-5 The following tables contain information called for in items 3, 4, and 5 (Current core activities, Performance, and Statement of work) of USAID's published "Guidelines for Contract Quarterly Performance Reporting."

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORKS
<p>Objective 1 Support the Curriculum Division in the development of learning goals curriculum development plan curriculum matrices in mathematics language arts civics and science for grades 1-4 and study programs and methodological guides</p>	<p>1 Follow up of the Curriculum Development Plan for 1996</p>	<p>1.1 Support was given for the development of the activities programmed for this period (meetings of the Commission visits to the Model Schools)</p>	
	<p>2 Validation of the Study Programs and Methodologies for the 3rd and 4th grades (Spanish science mathematics and civics)</p>	<p>2.1 The design of the validation of the 3rd and 4th grades was approved. The validation is being carried out by the General Directorate of Investigation Development and Evaluation in coordination with the Curriculum Directorate</p>	
		<p>2.2 Visits were made to 5 sample schools selected (Yahguma San Carlos La Venida Acopyri and San Pedro de Lovago) to give on the advice to the validation team making class observations</p>	
		<p>2.3 Support continued to be given for the elaboration of methods to evaluate performance in Spanish and mathematics for the 3rd and 4th grades for the validation</p>	<p>This activity will continue during the III Trimester</p>

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		<p>2.1 The 8 instruments to be used in the validation were studied and elaborated. The instruments selected are: Curriculum map, Coverage and Materials, Class Observation, Evaluation of Teacher Encounters, Use of Time, Questionnaire used for Interviews with Teachers, Parents, Directors and Technicians, Register of Students' Work.</p>	
	<p>3. Investigation of Training and Technical Assistance Needs for the Intercultural Bilingual Education Program (IBEP)</p>	<p>3.1 The terms of reference were prepared and approved. The consultant was identified and the process of hiring has begun.</p>	<p>This activity will be carried out in the III Trimester.</p>
		<p>3.2 The Curriculum Consultant participated in the International Symposium Perspectives of Intercultural Bilingual Education of the Caribbean Coast of Nicaragua (April 25-27).</p>	
<p>Objective 2: Publish approximately 60,000 guides and programs for teachers of grades 1-4 in mathematics, language arts, civics and science.</p>	<p>1. Publication of 8 Study Programs and 8 Methodologies for Spanish, science, mathematics, and civics for 3rd and 4th grades.</p>	<p>1.1 The bidding process has begun for the printing of the programs for 3rd and 4th grades for mathematics and Spanish.</p> <p>1.2 The programs for Science and Civics for 3rd grade were completed.</p>	
<p>Objective 3: Support the MID in preparing documents on the production, promotion and use of low cost teaching materials.</p>	<p>1. Follow-up actions to the training of Grades 1-4 teachers on the use of the Manual for the Preparation of Low Cost Teaching Materials (Teaching Aids).</p>	<p>1.1 Support was given to the follow-up team of the General Directorate for Basic Education. The follow-up of this training is included in the global follow-up plan for the training of teachers from the Model Schools (Objective 9).</p>	

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 4 Support the MFD in the development of procedures and instruments to be used by teachers to evaluate student performance according to learning goals established in Study Programs	1 Follow up training actions on student assessment for Grades 1-4 teachers	1.1 Support was given to the follow up team of the General Directorate for Basic Education. The follow up of this training is included in the global follow up plan for the training of teachers from the Model Schools (Objective 9)	
Objective 5 Support the MFD in developing formative evaluation methodology to measure advances in the areas of teacher training and curriculum development		This activity was included in Objective 22	
Objective 6 Conduct studies on the feasibility of cost recovery in the areas of teacher and curriculum development		Carried out in 1991	
Objective 7 Support the MFD in the design and implementation of a teacher refresher program in 2 areas (mathematics and Spanish) for selected 1st and 2nd grade teachers			The Vice Minister requested work on this objective to be temporarily suspended. The Project was later informed that this objective would be reformed and that the Normal Schools would substitute the universities as the institution in charge of the Teacher Refresher Program

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 8 Support the MID in the production and distribution of 20 000 copies of the Basic Education Manual for Primary Teachers		Carried out in 1991	
Objective 9A Support the MID in the design and production of a Bulletin which will serve as an instrument for the professional development of Primary Teachers	1 Elaboration of the Teacher's Bulletin	1.1 Based on the pilot number prepared in the first trimester a document was prepared proposing the creation of the Teacher's Bulletin. This document included specific instructions of the format and content.	
		1.2 A Work Committee was appointed composed of representatives from the MID, B.A.S.E., and SIMIN to work on the details for the publication.	
		1.3 The Terms of Reference were prepared and approved and the consultant was identified for the elaboration of the material to be published.	
Objective 9 Support the MID in the design and implementation of an elementary school teacher training plan including the recruitment and training of master teachers, the creation of laboratory and demonstration schools and the implementation of innovative programs for large scale teacher training based on child centered learning methodologies.	2 Follow up of the integrated development of the Model Schools (Priority I)	2.1 Visits to provide follow up and on site technical assistance were made to 46 Model Schools.	
		2.2 Meetings with the parents were held in the 16 schools visited (1 in each school) in order to integrate them to the current information.	
		2.3 The current situation of each of the 68 Model Schools was determined.	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		2.1 Assistance was given for the preparation of the first report on follow up and support of the 65 Model Schools for Curriculum Information	
	3 Consolidation of the Training Network	3.1 Orientation and advice was given to 8 municipal technicians in 8 different municipalities in the planning, evaluation and formation of the MICs	This activity was carried out taking advantage of the visits made to the Model Schools
	4 Creation of In-Service Training Micro-centers (MICs)	4.1 Assistance was given in the promotion and sensitization of the Model Schools for the formation of the MICs	
		4.2 A specific program for the formation of the MICs was elaborated in 7 schools	
		4.3 A preliminary version of the governing document for the creation, functioning and norming of the MICs was elaborated and presented to the Technical Commission of Education. This activity is being carried out along with the SIMIN project	
Objective 10 Conduct a study on the causes of grade repetition and incorporate findings in designing strategies for teacher training and curriculum development		Carried out in 1991	
Objective 11 Support the MID in establishing 41 demonstration schools and 3 laboratory schools (affiliated with the normal schools) to serve as training and validation centers for new education materials, equip schools with appropriate furnishings, reference books, and learning kits	1 Purchase and distribution of learning kits	1.1 A process of bidding was carried out and purchases have begun	This activity will conclude in the III Trimester

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
	2 Purchase and distribution of furnishings and educational materials for 3rd and 4th grades	2.1 920 kits for 58 3rd grade classrooms and 8 4th grade classrooms were given to 9 Model Schools	The distribution of furnishings depends on the reports made on the schools. The process will continue in the III Trimester
		2.2 This activity concluded with the purchase of educational materials for 3rd and 4th grade classrooms of the Model Schools	They will be distributed in the III Trimester
Objective 12 Support the MLD in training no less than 140 master teachers selected from elementary schools to validate new curriculum materials and to train other master teachers			Included in Objective 9
Objective 13 Support the MLD in the training of approximately 12 000 grade 1-4 teachers in appropriate educational methodologies and in the use of educational materials			Included in Objective 9
Objective 14 Provide technical assistance to strengthen Normal Schools and equip them with audiovisual resources for micro teaching	1 Validation of Professional Practices Regulations (PPR)	1.1 A design was prepared for the validation of the Professional Practices Regulations in the Normal Schools	
		1.2 A 2 day workshop was carried out on the Use of the Professional Practices Regulations and the strategy of validation 35 teachers and sub-directors from the Normal Schools attended (March 23-24)	
		1.3 500 copies of the document were printed as well as the materials necessary for the Multiplication Training Workshops	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
	2 Follow up of the PIm of Action of the Tump group	2.1 Two visits were made to follow up the training given in active methodology in the Normal Schools of Imotepu and Jungupa. This training is part of the PIm of Action of the group of teachers trained in Tumpu.	
	3 Training in the didactic use of audiovisual equipment	3.1 Three 3 day workshops were carried out and attended by 32 teachers from the 8 Normal Schools. The workshops were held in Managua (2-4 May), Jungupa (9-11 May) and Bluefields (16-18 May).	
	4 Bibliography for the libraries of the Normal Schools	4.1 The textbooks were selected and the purchasing process has begun.	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 15 Conduct study on the impact of family structure on school attendance (based on existing survey data)		Carried out in 1995	
Objective 16 Conduct a study on the variables (including family structure) that affect dropout & repetition (based upon [a] MFD statistics & [b] surveys in selected areas [This activity is incorporated in Objective 17 below])		Included in Objective 17	
Objective 17 Support the MFD in the development of a research strategy as well as in the design and implementation of priority studies	1 Support the Research and Development Unit in identifying an education research program in the context of decentralization	1.1 Support was given to the Unit of Research and Development in determining the functions and guides for 1997	
		1.2 A preliminary list of topics for research and future development was elaborated	
	2 Design and execution of the Research	2.1 A preliminary plan for research on the factors of success for grades 1-4 was prepared	
		2.2 The elements for creating a data base were determined based on information in the MFD. The questionnaires to be given to schools and families were reviewed	
	2.3 The observation visits to 10 different schoolrooms were begun with the purpose of collecting information		

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 18 Support the MLD in development and execution of a strategic decentralization plan to improve the effectiveness of the elementary education system	1 Technical assistance to the Departmental Directorates of Education (DDEs)	1.1 A visit was made to provide on-site technical assistance to the DDEs of Matagalpa Leon Chinandega Managua and Cuscatlan	The program of technical assistance to the DDEs is being adjusted to the needs of the Decentralization Directorate and the activities of each DDE
	2 Preparation of a Basic Manual on the Administration of Autonomous Centers	2.1 Training was given for 4 days to 50 officials (25 from the central office and 25 from the departments) on the use of the manual (May 8-11)	
	3 Training of MLD Central officials in the 1996 MLD Decentralization and Targeting Plan	3.1 Two one-day workshops on the 1996 MLD Decentralization and Targeting Plan were held with the participation of 60 officials from different directorates (April 9-10)	
	4 Planning for 1997	4.1 Technical assistance was given to the Decentralization Directorate in the identification of activities for 1997	
Objective 19 Support the MLD in the implementation of a Strategic Management Model for institutional planning (policy deployment)	1 Support the MLD in defining a model of change in management according to the strategic focus established	1.1 The strategic guides for 1997 were prepared and meetings were held for their implementation	The resignation of people and the uncertainty of continuing in a position makes it necessary to repeat ideas and terms over and over again which considerably delays the performance of tasks in the planned time. Other factors that are affecting the development of this area are the lack of involvement of the MLD bases, centralist tendencies and a lack of extension of the system of policy deployment at the most basic levels
		1.2 A 2-day workshop was held (June 19-21) for 65 MLD and projects officials to define the transition strategy which will ensure the continuity of the policies and projects of the MLD	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		1.3 Assistance was given to the Minister and his staff in reviewing the completion of the critical tasks identified by the 1996 strategy and the redesigning of these tasks	
		1.4 Assistance was given to the Minister in determining the programmatic guidelines for the MID for 1997	
		1.5 Assistance was given to the Minister and his staff in redrafting the strategy and the role of the projects for the rest of 1996 and for 1997	<p>Important parts of this strategy are</p> <ul style="list-style-type: none"> a) Evaluate what remains to be accomplished of the plans for 1996 b) Project what should be accomplished in 1997 <p>The projects considered are: BASE SIMON, BANCO MUNDIAL and BID</p>
Objective 20: Support the MID in analyzing and recommending changes in the system for policy adoption, disseminating and implementation in the context of decentralization	1. Development of the process of dialogue on reforms to existing policies	1.1 The interviews of O and M to the General Director are continued in order to determine the present processes for elaborating and disseminating policies	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 21 Support the MLD in defining the General Supervision Division's role in education administration within the context of decentralization	1 Technical assistance to the General Supervision Division	1.1 The consultancy of Walter Guardia (from April 15 to May 30) provided assistance in defining and reorganizing the supervision division and establishing the relationship with the substantive division	
	2 Revise and adjust the Supervision System through the Territorial Education Supervisors (TES)	2.1 An Organic Supervision Plan was elaborated for the substantive area The Organic Plan includes: 1 Educational policy for supervision 2 Technical supervision 3 Techniques of supervision 1 Strategic training plan of supervisors in the substantive area	
		2.2 On-site consultancy was given to the team of national MLD supervisors	
Objective 22 Design and implement a monitoring and evaluation model for the three components of the BASI project	1 Support the implementation of the MLD monitoring system		The system created by Kraft in the Directorate of Evaluation was transferred to the Directorate of Programming and Strategic Follow-up by decision of the Superior Directorate of the MLD. Follow-up is necessary to ensure the institutionalization of the system.
	2 Technical assistance on the design of instruments for monitoring, collection, processing and analysis of data obtained from monitoring	2.1 Task concluded in the 1 st Trimester 96	
	3 Support the evaluation of the decentralization	3.1 Assistance continued to be given, as well as follow-up to the processing of data on the qualitative evaluation of the decentralization	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		3.2 On site assistance was given to the evaluation team in the performance of interviews in Matagalpa, El Viejo, Comito, San Rafael del Sur and Villa del Carmen.	
		3.3 A 10 day visit was financed for the Director of Evaluation Eric Patricia Callejas to the World Bank (Washington) to participate in the analysis of the preliminary results of the evaluation of the decentralization of the Educational System of Nicaragua (May 3-12).	
Objective 23 Support the MED in the design and implementation of a system for annual budget preparation	1 Preparation of the Budget Process Guide	1.1 A conceptual model was prepared for the execution, follow up and control of the budget.	
	2 Training in the Budget Process and use of software	2.1 On site assistance was given to the DDI of Matagalpa.	The on site consultancies to the DDI were suspended until a policy of budget decentralization exists.
		2.2 A 3 day workshop on Budget Planning was held with the attendance of 50 officials from the Central Offices (17-19 of April).	
		2.3 The documentation of the operations manual for the budget system was reviewed.	
		2.4 The software for the execution of the budget in the substantive areas was evaluated.	

OBJECTIVES	CORE ACTIVITIES	EFFECTIVENESS	STATEMENT OF WORK
		2.5 The accomplishment of the specifications given by the instructor for the budget program were reviewed	
	3 Support the budget process for the MLD for 1997	3.1 The process of follow up of the development of the MLD's budget process was begun	The follow-up will continue in the III Trimester
Objective 24 Support the MLD in the design and implementation of an information system	1 Bidding process and purchase of equipment for the DDEs and Central MLD	1.1 The equipment for the 11 DDEs and Central MLD was purchased and installed	
	2 Coordination and installation of equipment in 13 DDEs and Central MED	2.1 The installation of electric cable and data was concluded in 5 DDEs of II priority (Crazao, Imotega, Guanabara, Juigapara and Latchi)	The installation of cables in the remaining 6 DDEs and the installation of equipment will be done in the III Trimester
	3 Coordination and follow up of sub systems software	<p>3.1.1 of the Budget</p> <p>3.1.1 The documentation of the Systems Operations Manual was reviewed and the 1.0 version of the software was presented</p> <p>3.1.2 The system was evaluated to ensure it was according to specifications of the Budget consultant</p> <p>3.2.1 of Human Resources</p> <p>3.2.1 A prototype version was prepared to implement the System of Human Resources (SHR). This version will improve the process of Reports of Changes in the Payroll prepared by MLI IN and will be used parallel to the current system to verify its integrity and reliability (III Trimester)</p>	

OBJECTIVES	CORE ACTIVITIES	DEFINITIONS	STATEMENT OF WORK
		<p>3.2.2 Work teams were formed to cover 3 levels of functionality - Strategic (Directorate level) Operational (Head of Area level) Technical (Operators)</p>	
		<p>3.3.1 for Accounting</p> <p>3.3.1 The present installation of Platinum was evaluated and the database settings were reconfigured in order to accelerate the processing of requests from work stations</p> <p>The expert recommended changes to maximize the use, mobility and control of the software by the users</p>	
		<p>3.3.2 Assistance was given in the design and implementation of the Platinum (Frx) report designer. This program will prepare the most important reports of the MFD and will offer recommendations for additional reports that would be useful for the general management of the MFD Accounting</p>	
		<p>3.3.3 Three Platinum licenses were installed in the DDI's of Leon, Matigapa and Manigani</p>	
	<p>1. Supervision of the functioning of MIS in Central MFD Offices and DDI's</p>	<p>1.1 The functioning of the system in the MFD and the installation of equipment in 4 DDI's was supervised</p>	
		<p>4.2 Bidding was begun for training in MIS Office in the DDI's</p>	<p>This activity will be carried out in the III Trimester</p>

74

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
<p>Objective 25 Support the MID in designing and implementing a training program for the decentralization process and the consolidation of management capacity in MID Central (This objective is subject to the appointment of a MID General Training Coordinator)</p>	<p>1 Consolidation and implementation of the MID Training Plan</p>	<p>1.1 The model matrix for planning and coordinating the MID training for 1996 and 1997 was designed and 80% was completed. The new person responsible for the MID training and its coordination with the Directorate of Decentralization has allowed the consolidation of the plan to be implemented in the II Semester.</p>	
		<p>1.2 Fifty-five facilitators from 8 General Directorates and DDI's received one day of training in participative methodologies of training for adults and methods of evaluation. This training was part of the Basic Manual workshop (see Objective 18).</p>	
		<p>1.3 Six visits were made to follow up on the workshops as well as to provide assistance and evaluate the performance of the facilitators trained to train the Boards of Directors of the Autonomous Centers.</p>	
	<p>2 Strengthening of the General Directorate of Training of the MID</p>	<p>2.1 Technical assistance was given to the Training Unit of the Ministry to ensure its functioning and development.</p>	
	<p>3 Evaluation of the training</p>	<p>3.1 Criteria was established to evaluate the quality and results of the training.</p>	
		<p>3.2 Four evaluation instruments were elaborated and applied in the workshops in order to receive feedback for the training.</p>	
		<p>3.3 The preparation of recommendations for the adjustment of the training was begun.</p>	<p>This activity will conclude in the III Trimester.</p>

75

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 26 Support the MID in the implementation of its payroll and human resources system	1 Development and implementation of the System for Payroll and Human Resources	1.1 A Plan for Management Training for the General Directorate of Human Resources was designed and implemented	
		1.2 A 3 session Saturday workshop on Human Resources was begun for 10 officials of the Directorate (18 May to June)	
		1.3 Assistance was given for the design and implementation of the new functional structure for the General Directorate of Human Resources	The definition of content and functions for the new directorates will continue in the III Trimester
		1.4 The first version of the software for the GDIR which processes the personnel transactions for the payroll was concluded (This version only covers the payroll versions)	This first revision only covers the nominal functions
		1.5 MIN's authorization was obtained to transfer the updated database of MID personnel	The database will be available in the III Trimester (July)
		1.6 The documentation for the Payroll and Human Resources Module was begun	
	2 Strategic Planning for 1996	2.1 A Strategic Plan for the General Directorate was formulated	This plan is for the second semester of 1996 and 1997
3 Symposium on Human Resources	3.1 The participation of the General Director in a 3 day symposium on the Administration of Human Resources was finalized. This symposium was held in Guatemala from June 18-20		

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
Objective 27 - Support the MHD in the design and implementation of a new accounting system for the local Departmental Directorates and the Central MHD	1 Installation and training in the use of Platinum	1.1 Training was given for 4 days in the use of Platinum Frx (Report Designer) to 6 people from the Financial Directorate. This training was given by an expert in Platinum (June 25-28)	
	2 Implementation of Platinum software	2.1 The Accounts Payable Module of Platinum was presented and analyzed for its implementation	The Director of Finance resigned. With this change the present situation must be made once again in order to make a decision on its implementation
	3 Technical assistance in the implementation of the new accounting system	3.1 Technical assistance was given for the preliminary closing of accounts on the system used up to March 1996	
		3.2 The system was implemented beginning in April 1996. The necessary adjustments for the final closing and conversion of balances from one system to another will be made in the III Trimester	
Objective 28 - Support the MHD in the design and implementation of a system to improve management in selected areas of the General Administration Division	1 Functional structuring of the Division of Purchases, Supplies, and Basic Services	1.1 The structure, policies and norms of the Division were analyzed to identify the needs and areas to be strengthened	
		1.2 A diagnosis was presented for the consideration of the General Directorate of Administration	
	2 Purchases and inventory	2.1 The norms and purchasing procedures were reviewed to identify the areas to be strengthened. The feasibility of installing software which would improve the controls and generate information will be studied	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	STATEMENT OF WORK
		2.2 The advances and control of the inventory were studied	This activity will conclude in the III Trimester
Objective 29 Support the MID in the preparation of a General Education Law to define the new purposes, principles and objectives of Nicaragua in education	1. Preparation of a General Education Law and draft of Education Decentralization Law	1.1 The draft of the Education Decentralization Law and the preliminary document on the General Education Law were prepared. Both were based on the norms of School Autonomy MID has applied	The discussion of the General Education Law was interrupted but due to political reasons it will not be discussed in the near future
		1.2 Seven work sessions were held to analyze the text of the draft of the Education Decentralization Law	
		1.3 A one day seminar was organized to present and discuss the Law with the participation of 28 MID officials	
		1.4 The Director of Decentralization and the National Consultant in this area made an observation visit to El Salvador to exchange experiences with the Ministry of Education of this country for 5 days (June 24-29)	
	2. Support the MID in the discussion and approval of the Law	2.1 Six forums were held on the education decentralization in 6 different locations with the attendance of an average of 400 people/forum	The departments these forums were held in were Jinotepé, Matagalpa, Jirigalpa, Managua, Chinandega and León
		2.2 Support was given in preparing the campaign to integrate parents to the schools	
		2.3 Informative meetings have been held with Representatives to the National Assembly, Heads of Parties and Officials of the Executive Branch	

B Administrative Information

	Contract Date	Total level of effort	1,232
		Total estimated cost	16,392 150
1	Level of effort (last three months)		71 94
2	Cumulative level of effort		481 71
3	Unused level of effort		750 29
4	Expenditures (last three months)		1,224,678
5	Cumulative expenditures to date		7,712,000
6	Remaining unexpended balance		8 680 150

**ACADEMY FOR EDUCATION DEVELOPMENT
BASIC EDUCATION PROJECT
Contract No. 524-0329-C-00-3024-00
Project No. 12-2035**

QUARTERLY REPORT: THIRD QUARTER, 1996

Submitted by: Nick D. Mills, Chief of Party

AID Project Officer: Thomas McAndrews

10 October, 1996

**ACADEMY FOR EDUCATIONAL DEVELOPMENT
BASIC EDUCATION PROJECT - BASE
QUARTERLY REPORT. THIRD QUARTER, 1996
July-September**

NARRATIVE

The contract objective is to perform the technical services and to deliver the reports and other deliverables necessary to implement the Basic Education Project. The total estimated level of effort is 1,232 person/months. The total estimated cost is \$16,392,150.

EXPECTED RESULTS:

The BASE project has three primary areas of activity that will result in the improved efficiency and quality of primary education in Nicaragua. These areas are Curriculum Development, Teacher Training, and Institutional Strengthening. The expected results in each area are as follows:

Curriculum Development:

- a) The creation/revision of teacher guides and new instructional materials for grades 1-4 in the areas of language arts, math, science, and civics,
- b) The development of student assessment procedures,
- c) The provision of classroom resources,

Teacher Training:

- a) Train 12,000 primary school teachers in appropriate teaching methodologies and in the use of the new instructional materials
- b) Create an in-service teacher training network using demonstration and laboratory schools
- c) Develop and distribute a Basic Education Guide

Institutional Strengthening:

- a) Functioning Management Information System
- b) Improved procedures in human resource management, budget and finance, inventory, and educational statistics

- c) establishment of a management and administrative training function. All

organizational development activities will support the implementation of a decentralized educational system

The following tables contain more detailed information concerning progress made during the current quarter ¹

¹ The format used in this report is consistent with that described in the publication Guidelines for Contract Quarterly Performance Reporting issued in 1995 by USAID

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	COMMENTS
<p>Objective 1 Support the Curriculum Division in the development of learning goals a curriculum development plan, curriculum matrices in mathematics, language arts, civics and science for grades 1-4 and study programs and methodological guides</p>	<p>1 Follow-up of the Curriculum Development Plan for 1996</p>	<p>1 1 Support was given for the development of activities programmed for this period (revision of curricular documents prior to publication meetings with the Central Coordinating Commission)</p>	
	<p>2 Validation of the Study Programs and Methodologies for the 3rd and 4th grades (Spanish, science mathematics, and civics)</p>	<p>2 1 A second visit was made to the test schools to follow-up on the process of validation</p>	
		<p>2 2 A preliminary report was presented with the results of the validation</p>	
		<p>2 3 A meeting was held with 30 of the teachers participating in the process of validation to exchange impressions and experiences (August 30)</p>	
	<p>3 Educational situation analysis on Atlantic Coast</p>	<p>3 1 The study was carried out, and the conclusions were presented at a meeting of the Educational Commission The final report was submitted ("The Situation of Education on the Atlantic Coast of Nicaragua.)</p>	
<p>4 Adaptation of the curriculum transformation materials for use in multi-grade schools</p>	<p>4 1 The Scope of work was developed and approved for a consultancy which will begin on October 15</p>		
<p>Objective 2 Publish approximately 60 000 guides and programs for teachers of grades 1-4 in mathematics language arts civics, and science</p>	<p>1 Publication of 8 study programs and 8 activities guides for Spanish science mathematics and civics for 3rd and 4th grades</p>	<p>1 1 The study programs for 3rd grade mathematics and Spanish for was published</p>	

OBJECTIVE	CORL ACTIVITIES	PERFORMANCE	COMMENTS
		1.2 The study programs for science and civics for 3rd and 4th grade are currently at the press as well as the program for mathematics and Spanish for 4th grade	
		1.3 The bidding process has begun for the printing of the activities guides for mathematics and Spanish for 3rd and 4th grades	
Objective 3 Support the MED in preparing documents on the production, promotion and use of low cost teaching materials			The manual was finished last year. During the fourth quarter it will be reviewed and diagrammed for publication at the end of this year.
Objective 4 Support the MED in the development of procedures and instruments to be used by teachers to evaluate student performance according to learning goals established in study programs	1 Strengthen the use of the new methods for student assessment	1.1 Reinforcement training in the use of the evaluation system was given to 3rd and 4th grade teachers of model schools	
	2 Revision of the manual for student assessment	2.1 The manual was revised prior its final adoption by MED	
Objective 5 Support the MED in developing a formative evaluation methodology to measure advances in the areas of teacher training and curriculum development		This activity was included in Objective 22	
Objective 6 Conduct studies on the feasibility of cost recovery in the areas of teacher and curriculum development.		Carried out in 1994	

18

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 7 Support the MED in the design and implementation of a teacher refresher program in 2 areas (mathematics and Spanish) for selected 1st and 2nd grade teachers	1 Planning program	1.1 A descriptive document was prepared which describes the program (Refresher and Training Project for 1st and 2nd Grade Teachers)	Work on Objective 7 was reinitiated after a temporary suspension at the request of MED. During the fourth quarter the trainers will be selected and trained. The programs will be finished and the 750 teachers to be trained in 1997 will be selected.
		1.2 An implementation plan was prepared	
		1.3 An operational system was designed and the bylaws and manual of organization and functions of the project were prepared	
		1.4 A diagnosis was conducted of the resources available and the needs of the normal schools in order to implement the course	
	2 Development of programs of study	2.1 The development of the study programs (mathematics and Spanish) to be used in the program was begun	

84

COMPONENT II Teacher Training

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 8 Support the MED in the production and distribution of 20 000 copies of a Basic Education Manual for Primary Teachers		Completed in 1994	
Objective 9A Support the MED in the design and production of a Bulletin which will serve as an instrument for the professional development of Primary Teachers	1 Development of Teacher's Bulletin "La Red" (The Network)	1.1 A consultant was hired who along with a MED counterpart, in two months developed a materials bank for use in future editions of "La Red"	
		1.2 A MED counterpart was trained in the development of materials and in the design for publication	
	2 Publication of "La Red" Bulletin	2.1 A second pilot edition of "La Red" was published and distributed 20 000 copies were published	
		2.2 The bidding process for the publication of "La Red" was begun	The choice of publisher will be made in early October. An effort will be made to publish one more edition of the Bulletin before the end of this school year if the contracting process is completed in time

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
<p>Objective 9 Support the MED in the design and implementation of an elementary school teacher training plan including the recruitment and training of master teachers, the creation of laboratory and demonstration schools and the implementation of innovative programs for large-scale teacher training based on child-centered learning methodologies</p>	<p>1 Training to strengthen didactic planning and in the use and handling of curricular materials for teachers from grades 1-4 from the model schools</p>	<p>1.1 A training workshop for 40 trainers (teachers, sector supervisors, technicians from the central office and school directors) was held July 15-18</p>	
		<p>1.2 Training workshops for 568 1st and 2nd grade teachers were held in 10 locations July 22-27</p>	
		<p>1.3 Training workshops for 429 3rd and 4th grade teachers were held in 10 locations August 5-9</p>	
	<p>3 Consolidation of the Training Network</p>	<p>3.1 Consultations were made within MED for the restructuring of the Network in view of the decentralization process and following recommendations given in BASE mid-term evaluation</p>	
		<p>3.2 Discussions were held with officials from the General Directorate for Basic Education to discuss BASE and MED programming in this area for 1997</p>	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
		3.3 Two encounters were held with the departmental directors for education (September 5 & 20) to finish details of the Network restructuring and the role of the DDEs in it. There were 34 participants in each encounter.	
		3.4 A preliminary document was developed on distance training within the Training Network.	
	4 Consolidation of laboratory schools program	4.1 A diagnosis was begun on the conditions of the laboratory schools and their relationship with the normal school.	A report will be presented in the fourth quarter with recommendations in this area for programming in 1997.
	5 Implementation of the Program of Microcenters for Self Training (MICS)	5.1 A governing document was developed for the organization and structure of the MICS program at a national level.	
		5.2 An implementation plan was developed for the consolidation of the MICS in the 68 model schools in 1996.	
		5.3 Work was begun on the production of of promotion materials for the MICS.	
Objective 10 Conduct a study on the causes of grade repetition and incorporate findings in designing strategies for teacher training and curriculum development		Carried out in 1994	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
<p>Objective 11 Support the MED in establishing 4 demonstration schools and 5 laboratory schools (affiliated with the normal schools) to serve as training and validation centers for new educational materials equip schools with appropriate furnishings reference books and learning kits</p>	<p>1 Purchase and distribution of learning kits</p>	<p>1.1 Materials purchased are being received in the warehouse</p>	<p>The General Directorate for Basic Education has agreed that the learning kits will be distributed at the beginning of the next school year</p>
	<p>2 Purchase and distribution of furniture and educational materials for 3rd and 4th grades</p>	<p>2.1 1 300 kits (desk/2 chairs) were distributed to 27 3rd grade classrooms and to 38 4th grade classrooms in 19 demonstration schools</p>	<p>The distribution of furniture depends on the repairs made on the schools. The process will continue in the fourth quarter</p>
		<p>2.2 Contracts were given for the purchase of furniture for 22 guide schools at the request of MED</p>	<p>They will be distributed in the fourth quarter</p>
		<p>2.3 Educational materials (dictionaries, posters, globes of the Earth, maps, etc) were distributed to all the 3rd and 4th grade classrooms in the 46 demonstration schools</p>	
<p>Objective 12 Support the MED in training no less than 140 master teachers selected from elementary schools to validate new curriculum materials and to train other master teachers</p>			<p>Included in Objective 9</p>
<p>Objective 13 Support the MED in the training of approximately 12 000 grade 1-4 teachers in appropriate educational methodologies and in the use of educational materials</p>			<p>Included in Objective 9</p>

2/2

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 14 Provide technical assistance to strengthen normal schools and equip them with audiovisual resources for micro teaching	1 Bibliography for the libraries of the normal schools	11 5 867 books were given to 8 normal schools	The distribution will be complemented with another of approximately 3 000 books which will be fourth quarter of 1996 or in the first quarter of 1997
	2 Support implementation of the new regulations governing student practicams	21 Visits were made to schools in Jinotepe Juralpa and Estch to determine the advances made in the application of the regulations.	

623

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 15 Conduct a study on the impact of family structure on school attendance (based on existing survey data)		Carried out in 1995	
Objective 16 Conduct a study on the variables (including family structure) that affect dropout & repetition [based upon (a) MED statistics & (b) surveys in selected areas] (This activity is incorporated in Objective 17 below)		Included in Objective 17	
Objective 17 Support the MED in the development of a research strategy as well as in the design and implementation of priority studies	1 Investigation of factors of success for grades 1-4	1 1 A preliminary report was presented on the results of a study conducted by Dr Richard Kraft ("Everything Changes Education in Primary Schools in Nicaragua")	
	2 Analysis of educational conditions in the normal schools	2 1 A preliminary report was prepared and presented ("The Normal Schools of Nicaragua")	
	3 Preparation of a document analyzing the educational system of Nicaragua	3 1 The document "Months of Education Reform" was presented	
	4 Forums on educational research	4 1 Forums with Development & Research officials were held to define the role of the general directorate and to plan their program for 1997	

OBJECTIVES	CORF ACTIVITIES	PERFORMANCE	COMMENTS
Objective 18 Support the MED in the development and execution of a strategic decentralization plan to improve the effectiveness of the elementary education system	1 Technical assistance to the Departmental Directorates of Education (DDEs)	1.1 A visit was made to provide on-site technical assistance to the DDEs of Managua II and Chontales 1.2 Based on the on-site technical assistance provided data were collected on the progress of decentralization in the DDEs	A report on the state of the decentralization in the departments will be prepared in the fourth quarter
	2 Planning and Training in the 1996 Decentralization and Targeting Plan	2.1 Technical assistance was given in the preparation of training plan for decentralization for the second semester 1996 2.2 Two management workshops were held (July 22-27 & July 29-August 3) for departmental directors municipal delegates, and departmental technicians. Each workshop had 60 participants	
Objective 19 Support the MED in the implementation of a Strategic Management Model for institutional planning (policy deployment)	1 Support the Minister and his staff in maintaining the strategic focus	1.1 Collective and individual meetings were held with the Minister Vice-Ministers and general directors to review the strategy of the focus and to make adjustments	
	2 Support the Minister in the preparation of a strategy for 1997	2.1 An encounter between the DISUP and the projects was held on 19 August to reach a consensus for the program for next year	
		2.2 Technical assistance was given to general directorates to establish goals and objectives for 1997	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 20 Support the MED in analyzing and recommending changes in the system for the adoption dissemination and implementation of policies in the context of decentralization			No activity was carried out in this area during this quarter
Objective 21 Support the MED in defining the General Supervision Division's role in education administration within the context of decentralization			No activity was programmed during the third quarter for this objective
Objective 22 Design and implement a monitoring and evaluation system for the three components of the BASE project	1 Consolidate the MED monitoring system	1 1 At a meeting held between personnel from BASE the General Directorate for Planning Supervision and the General Directorate for Development, it was agreed that the monitoring system being used satisfied MED needs and no additional technical assistance would be required Following this meeting the General Directorate for Development sent a letter to BASE ending the assistance given in this area	

26

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
	<p>2 Support the World Bank sponsored the MED decentralization experience</p>	<p>2 1 Technical assistance was given for</p> <ul style="list-style-type: none"> a. preparation and presentation of the preliminary report to MED, b. processing qualitative data c. defining 1997 sample d. reviewing surveys <p>2 2 Follow-up was given to the administration of standardized tests of academic achievement through visits made to three centers where the tests were being given</p>	
	<p>3 Training in evaluation techniques</p>	<p>3 1 The director of evaluation attended with BASE support a workshop on "Current Tendencies of Educational Measurement and Evaluation" held in San Jose Costa Rica from July 1-4</p>	
<p>Objective 23 Support the MED in the design and implementation of a system for annual budget preparation</p>	<p>1 Support the MED in the Budget Process for 1997</p>		<p>The General Directorate of Finance considered additional technical assistance from BASE unnecessary in this area, since the assistance given in the last two years has fully satisfied their requirements. Therefore, MED has taken complete responsibility for the budget process</p>
<p>Objective 24 Support the MED in the design and implementation of an information system</p>	<p>1 Preparation of the DDEs for installing computer equipment</p>	<p>1 1 The installation of electrical and data cable was completed in the remaining 6 DDEs</p>	

93

OBJECTIVES	CORE ACTIVITIES	PEPPERFORMANCE	COMMENTS
	<p>2 Installation of equipment in the 15 DDEs and Central MED</p> <p>3 Coordination and follow-up of sub-systems software</p> <p>4 Training in the use and handling of the new information system</p>	<p>2 1 The installation of local networks was concluded in Managua I Leon Matagalpa, Carazo Granada, Chontales Madriz Nueva Segovia, Boaco, Jinotega and Estelí</p>	<p>The installation in Chinandega, Managua II Rivas and Masaya requires repair work. This work has begun and the installation of these networks is expected to be completed in the fourth quarter. The MED is responsible for the repairs</p>
		<p>3 1 Budget The scope of work was prepared and a consultant candidate identified for the development of a software module for budget execution</p>	
		<p>3 2 Accounting An expert from the Platurum Company was contracted to provide individualized training to MED officials in accounting. The consultant came two times a week, each</p>	
		<p>3 3 Human Resources The programming and the trial period for the software for updating the payroll were concluded</p>	<p>The official presentation of the software will be made in the fourth quarter</p>
		<p>4 1 Training of DDE officials in MS Office has begun. 72 officials are being trained in 4 groups. Each person will receive 80 hours of training</p>	<p>This activity will continue during the fourth quarter</p>

pb

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
<p>Objective 25 Support the MED in designing and implementing a training program for the decentralization process and the consolidation of management capacity in MED Central (This objective is subject to the appointment of a MED General Training Coordinator)</p>	<p>1 Establish criteria and instruments for evaluating the quality and results of the training</p>	<p>1.1 Learning groups were created in each DDE to accomplish self-training of the trainees in each of the decentralization training sessions in July and August</p> <p>1.2 Visits were made to 8 DDEs to meet with learning groups to evaluate the advances made in the implementation plans prepared in the training sessions</p> <p>1.3 An instrument was developed to support and document the follow-up given to the training</p>	
	<p>2 Technical assistance to the training unit.</p>	<p>2.1 Assistance was given through continuous presence</p>	
<p>Objective 26 Support the MED in the implementation of its payroll and human resources system</p>	<p>1 Development and implementation of the System for Payroll and Human Resources</p>	<p>See Objective 24</p>	
<p>Objective 27 Support the MED in the design and implementation of a new accounting system for the local Departmental Directorates and the Central MED</p>	<p>1 Support the implementation of the Platinum system</p>	<p>See Objective 24</p>	<p>The technical assistance in accounting has concluded</p>

95

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 28 Support the MED in the design and implementation of a system to improve management in selected areas of the General Administration Division	1 Implementation of reforms in the Division of Purchases Supplies and Basic Services	1 1 The diagnosis presented in the second quarter was approved by the MED	
		1 2 Specific recommendations were presented in the following areas organizational structure of general services basic services, transportation and maintenance	
Objective 29 Support the MED in the preparation of a General Education Law to define the new purposes principles and objectives of Nicaraguan education	1 Preparation of a General Education Law and draft of Education Decentralization Law	1 1 The draft of the law which creates the school councils (autonomy) was concluded	The draft law was presented to the Presidency of the Republic for approval Technical assistance in this area is concluded

96

ADMINISTRATIVE INFORMATION

Contract Date	Effort level	Finance movement
Total estimated cost	1,232 p/m	US \$ 16,392 150
1 Level of effort (last three months)	64 5	
2 Cumulative level of effort	546 21	
3 Unused level of effort	685 79	
4 Expenditures (last three months)		\$ 1,125 327
5 Cumulative expenditures to date		\$ 8,837 327
6 Remaining unexpended balance		7,554 823

ACADEMY FOR EDUCATION DEVELOPMENT
Contract No. 524-0329-C-00-3024-00
BASIC EDUCATION PROJECT
Project No. 12-2035

QUARTERLY REPORT: FOURTH QUARTER, 1996

Submitted by:

Nick D. Mills, Chief of Party

AID Project Officer: Thomas McAndrews

December, 1997

ACADEMY FOR EDUCATIONAL DEVELOPMENT
BASIC EDUCATION PROJECT - BASE

QUARTERLY REPORT FOURTH QUARTER, 1996
October-December

NARRATIVE

The objective of the contract between the Academy for Educational Development (AED) and the Agency for International Development (AID) is to implement the Basic Education Project (BASE). This is performed through actions which seek to provide the Ministry of Education of Nicaragua with the technical services, training and materials necessary for its institutional and curricular transformation at the primary level.

EXPECTED RESULTS

The BASE Project has three primary areas of activity that will result in the improved efficiency and quality of primary education in Nicaragua. These areas are Curriculum Development, Teacher Training, and Institutional Strengthening. The expected results in each area are as follows:

Curriculum Development

- a. The creation and publication of new instructional materials for first-through fourth grade (regular and multigrade) in the areas of language arts, math, science, and civics.
- b. The development of student assessment procedures.
- c. The provision of furnishings, books, and instructional materials for first-through fourth grade classrooms in 68 model schools.

Teacher Training

- a. Train approximately 12,000 teachers from first through fourth grades in active teaching methodologies and in the use of the new instructional materials.
- b. Create and implement a teacher training work.
- c. Develop and distribute a Basic Education Guide.

Institutional Development

- a Create and install a Management Information System
- b Develop improved procedures in human resource management, budget and finance inventory, and statistics
- c Establish a system for management and administrative training
- d Support the efforts of the Ministry for implementing a decentralized educational system

The following tables contain more detailed information concerning progress made during the current quarter in all project areas

ACADEMY FOR EDUCATION DEVELOPMENT
 BASIC EDUCATION PROJECT BASE
 QUARTERLY REPORT FOURTH QUARTER 1996
 OCTOBER DECEMBER

COMPONENT 1 Curriculum Development

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	COMMENTS
<p>Objective 1 Support the Curriculum Division in the development of learning goals curriculum development plan curriculum matrices study programs and methodological guides in mathematics language arts civics and science for grades 1-4</p>	<p>1 Follow up of the Curriculum Development Plan for 1996</p>	<p>1.1 Support was given to the activities programmed for this period (revision of curricular documents prior to publication meetings with the Central Coordinating Commission)</p>	
	<p>2 Validation of the Study Programs and Methodologies for the 3rd and 4th grades (Spanish science mathematics and civics)</p>	<p>2.1 A second one day encounter was held with 17 teachers participating in the process of validation thus completing the collection of information (December 4)</p>	
	<p>3 Analysis of needs for training and technical assistance in the Intercultural Bilingual Education Program (IBEP)</p>	<p>3.1 Meetings were held in the MED to make decisions based on the recommendations presented in the study carried out by the Drs Richards on education in the Atlantic Coast (July 96). The most important decisions made were a Implement training in Spanish as a second language for teachers from the normal schools b Establish priorities for detailed studies as recommended by the Richards</p>	
		<p>3.2 A scope of work was prepared for a consultancy on the development of a training program in Spanish as a second language. The consultant is being identified</p>	

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	COMMENTS
	4 Adaptation of curriculum transformation materials for use in the multi grade schools	<p>4.1 A consultancy prepared the following products</p> <p>a A qualitative diagnosis on the multigrade situation</p> <p>b In service training of the multigrade technical team</p> <p>c A practical guide for the organization of multigrade learning</p> <p>d Practice in the development of integrated learning units</p> <p>4.2 A one day encounter was held with 50 multigrade teachers to collect information (25 November)</p> <p>4.3 A one day encounter was held with 15 participants (directors and technicians from the central offices) to discuss the strategy for multigrade education (23 October)</p> <p>4.4 A 5 day observation visit was made to the experimental program of the new unitary school in Guatemala. Three MFD officials and a long term BASE consultant participated</p>	
Objective 2 Publish approximately 60 000 guides and programs for teachers of grades 1-4 in mathematics language arts civics and science	1 Publication of 8 study programs and 8 activities guides for Spanish science mathematics and civics for 3rd and 4th grades	<p>1.1 The study programs for 4th grade mathematics and language arts and 3rd grade science and civics were published</p> <p>1.2 The activities guides for 3rd and 4th grade language arts and mathematics are currently in press</p>	The publishing program will conclude with the distribution of the last texts in January 1997

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 3 Support the MED in preparing documents on the production promotion and use of low cost teaching materials	1 Revision and publication of a manual on the production of low cost teaching materials	1.1 The manual is being reviewed prior its publication	The publication was postponed by the MED until 1997
Objective 4 Support the MED in the development of procedures and instruments to be used by teachers to evaluate student performance according to learning goals established in study programs	1 Reinforce the use of the new methods for student assessment	1.1 The evaluation manual was reviewed 1.2 The abilities of 500 trainers of the Training Network were reinforced in the use of the manual (December 2-13) (December 9-20) (See Objective 9)	
	2 Revision of the manual for student assessment	2.1 The manual was reviewed and validated and the results will be included in the document prior its definite adoption by MED	
Objective 5 Support the MED in developing a formative evaluation methodology to measure advances in the areas of teacher training and curriculum development		See Objective 22	
Objective 6 Conduct studies on the feasibility of cost recovery in the areas of teacher and curriculum development		Completed in 1994	
Objective 7 Support the MED in the design and implementation of a teacher refresher program in 2 areas (mathematics and Spanish) for selected 1st and 2nd grade teachers	1 Development of study programs	1.1 A diagnostic test was designed and applied to 145 teachers and the results will be used to modify the curriculum of the program	The programs were reviewed by the Executive Committee of the program and will be modified and presented again in January 1997

OBJECTIVE	CORE ACTIVITIES	PERFORMANCE	COMMENTS	
		1.2 Drafts of the plans for both subjects were prepared		
		1.3 An implementation plan was designed and presented to the committee for approval		
		1.4 A basic design for the training of the master trainers was prepared		
	2 Development of implementation plan	2.1 The scope of work was prepared for hiring 2 consultants for training master trainers in language arts and mathematics and the process of identification and hiring of the 2 consultants has begun		
		2.2 A pamphlet with the basic information on the program was prepared and 2 000 copies were published		
		2.3 A publicity poster was designed and published		
		3 Execution of the implementation plan		3.1 A one day encounter was held with the departmental directors and normal school directors to inform them of the program 28 people participated (October 31)

104

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 8 Support the MED in the production and distribution of 20 000 copies of a Basic Education Manual for primary teachers		Completed in 1994	
Objective 9A Support the MED in the design and production of a Bulletin which will serve as an instrument for the professional development of primary teachers	1 Development of Teacher's Bulletin La Red	1 1 The third edition of the bulletin was designed and prepared	
	2 Publication of the Bulletin La Red	2 1 The contract for publishing was awarded to the La Prensa newspaper publishing company	
		2 2 The third edition of the bulletin was published and distributed 20 000 copies were published	
Objective 9 Support the MED in the design and implementation of elementary school teacher training plan including the recruitment and training of master teachers the creation of laboratory and demonstration schools and the implementation of innovative programs for large scale teacher training based on child centered learning methodologies	1 Training to strengthen didactic planning and the use and handling of curricular materials for technicians who are part of the National Training Network	1 1 A 10 day training workshop was held for the 70 trainers (sector supervisors and departmental technicians) who are part of the National Technical Team of the reformed Network (November 4-15)	
		1 2 A 10-day training workshop was held for the 580 master teachers (municipal technicians and school directors) who are part of the local training network (December 2-13 15 locations) (December 9-20 5 locations)	
	2 Implementation of the Program of Microcenters for Self Training (MICs)	2 1 A governing document on the organization and structure of the MICs program was published and distributed nationwide The document was approved by the MED	

105

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
		2.2 An informative pamphlet on the MICs was designed and 2 000 copies were published and distributed in the training sessions	
		2.3 A 2 day workshop was conducted on the organization and structuring of the MICs in the model schools - 412 people participated (municipal technicians and school directors) (October 10-11)	
Objective 10 Conduct a study on the causes of grade repetition and incorporate findings in designing strategies for teacher training and curriculum development		Carried out in 1994	
Objective 11 Support the MLD in establishing 41 demonstration schools and 5 laboratory schools (affiliated with the normal schools) to serve as training and validation centers for new educational materials equip schools with appropriate furnishings reference books and learning kits	1 Purchase and distribution of learning kits	1.1 The project warehouse has received 12 of the 14 articles in each kit	The General Directorate for Basic Education has agreed that the learning kits will be distributed at the beginning of the next school year
		1.2 The 3 people who will prepare the learning kits have been hired	The learning kits should be ready to be distributed in January 97
	2 Purchase and distribution of furniture and educational materials for 3rd and 4th grades	2.1 2 800 student desk and chairs have been received from a contract of 4 160 kits that will be distributed in the 17 guide schools in 1997	This year only 5 of the 22 guide schools designated by MED received furniture since the distribution depends on the repairs made in the schools which were not finished on schedule The process will continue in 1997
		2.2 All the metal furniture has been received and will be donated to the 22 guide schools following MED's request	Furniture will be distributed in 1997

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
	3 Development of an implementation plan for laboratory schools for 1997	3.1 A program was developed for the consolidation of the laboratory schools in 1997	
Objective 12 Support the MED in training no less than 140 master teachers selected from elementary schools to validate new curriculum materials and to train other master teachers		Included in Objective 9	
Objective 13 Support the MED in the training of approximately 12 000 grade 1-4 teachers in appropriate educational methodologies and in the use of educational materials		Included in Objective 9	
Objective 14 Provide technical assistance to strengthen normal schools and equip them with audiovisual resources for micro teaching	1 Provide bibliography for the libraries of the normal schools	1.1 3 000 books were received to complete the distribution of 8 000 titles to the 8 normal schools	The first part of the distribution was made in the third quarter. The second part will be made in the first semester of 1997
	2 Support the follow up of the implementation of the new regulations governing teacher practicams	2.1 Follow up visits were made to application schools in Matagalpa, Chinandega and Jucalpa to determine advances made in the application of the regulation	
	3 Validation of regulations, for practice teaching	3.1 Information obtained from the validation process was compiled, organized and incorporated into the regulations	The publication and distribution of the regulations will be in the first semester of 1997

COMPONENT III Institutional Development

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 15 Conduct a study on the impact of family structure on school attendance (based on existing survey data)		Completed in 1995	
Objective 16 Conduct a study on the variables (including family structure) that affect dropout & repetition (based upon (a) MED statistics & (b) surveys in selected areas) (This activity is incorporated in Objective 17 below)		Included in Objective 17	
Objective 17 Support the MED in the development of a research strategy as well as in the design and implementation of priority research	1 Investigation of factors of success for grades 1-4	1.1 A draft of the document "An Ethnography of Primary Schools" was prepared	The report will be presented in January 1997
		1.2 Work continues on the preliminary report on the results of the study conducted by Dr. Richard Kraft ("Everything Changes Education in Primary Schools in Nicaragua")	The report will be presented in January 1997
	2 Study of factors that affect student desertion and repetition	2.1 A survey was prepared which will be conducted during the first quarter of 1997	
Objective 18 Support the MED in the development and execution of a strategic decentralization plan to improve the effectiveness of the elementary education system	1 Collection of information on the state of the process of decentralization in the departments	1.1 A report was prepared on the state of the process of decentralization in the departments	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 19 Support the MED in the implementation of a Strategic Management Model for institutional planning (policy deployment)			There was no activity in this area during this quarter due to the atmosphere of expectation prior the elections. It was necessary to postpone this activity until the period of transition to the new government.
Objective 20 Support the MED in analyzing and recommending changes in the system for the adoption, dissemination and implementation of policies in the context of decentralization			No activity in this area during this quarter.
Objective 21 Support the MED in defining the role of the General Directorate of Supervision in educational administration within the context of decentralization	1 Training of supervisors in modern techniques of supervision	1.1 Three 4-day workshops were conducted with a total of 360 people (supervisors, technicians, and directors) (December 2-20)	
Objective 22 Design and implementation, monitoring and evaluation system for the three components of the BASE project	1 Support the evaluation of decentralization	1.1 Standardized tests of academic achievement were given to 522 4th grade students in 14 centers.	
Objective 23 Support the MED in the design and implementation of a system for annual budget preparation	1 Support the MED in the Budget Process for 1997	1.1 The development of the budget execution software was begun.	
Objective 24 Support the MED in the design and implementation of an information system	1 Installation of equipment in the 15 DDEs and MED central	1.1 The installation of electrical and data cable was completed in Chinandega, Managua II, Rivas, and Masaya.	
		1.2 The installation of computer equipment in the 15 DDEs programmed for 1996 was completed.	

101

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
	2 Coordination and follow up of sub systems software	2 1 Budget execution An analysis and preparation of a prototype on a Platinum platform was made using Magic for Windows	
		2 2 Accounting The services of an expert were hired from the Platinum Company to give training in the processing data entry and closing of accounts to 6 officials from the MED accounting area (October 7 11)	
	3 Training in the use and handling of the new information system	3 1 The training in MS Office was concluded for 72 officials from the DDEs Each person received 80 hours of training	
		3 2 Six officials from the Information Systems Department were sent to Honduras for training in Novell Network (October 6 19 & October 27 November 9)	
		3 3 Five people from the Evaluation Directorate were trained in Module 1 of SPSS in the Polytechnical University (UPOLI) of Managua The course totalled 40 hours (November 27 December 1)	
	Objective 25 Support the MED in designing and implementing a training program for the decentralization process and the consolidation of management capacity in MED Central	1 Implement a system of follow up and self teaching	
		1 2 The system of self teaching was evaluated in 8 DDEs and a report on the results was prepared	
	2 Technical assistance in planning	2 1 Assistance was given in the preparation of the MED Global Training Plan for 1997	

OBJECTIVES	CORE ACTIVITIES	PERFORMANCE	COMMENTS
Objective 26 Support the MED in the implementation of its payroll and human resources system	1 Development and implementation of the System for Payroll and Human Resources	1 1 The personnel of Human Resources was trained in the use of the payroll system	
Objective 27 Support the MED in the design and implementation of a new accounting system for the local Departmental Directorates and the Central MED		Objective completed in 1996	The technical assistance in the accounting area has finished
Objective 28 Support the MED in the design and implementation of a system to improve management in selected areas of the General Directorate for Administration	1 Implementation of reforms in the Division of Purchases Supplies and Basic Services	1 1 A model was designed to control MED vehicles using Excel	The tasks pending in this objective were taken on by consultant Pier Protti. The areas of transportation and basic services have been given priority
Objective 29 Support the MED in the preparation of a General Education Law to define the new purposes principles and objectives of Nicaraguan education	1 Draft decentralization law	1 1 A final draft of the law was delivered to the Minister	

B Administrative Information

Contract Data	Total Effort Level	1 232
	Total Estimated cost	16,392 150
1	Level of Effort (last three months)	55 5
2	Cumulative level of effort	598,7
3	Unused level of effort	633 3
4	Expenditures (last three months)	1,089 901
5	Cumulative expenditures to date	9,954 351
6	Remaining unexpended balance	6,437,780

Substantive Education Components (Curriculum and Teacher Training) The foundations for reform in the substantive educational activity areas have been completed by most quantitative measures (e.g. model schools established, teachers trained, curriculum materials developed and distributed, etc.) However, the qualitative impact on education at the classroom level remains limited. Over its remaining life the project will seek to achieve two somewhat competing goals— first to *intensify* the work in curricular transformation to achieve fundamental changes in teacher behavior and knowledge in the current target schools and model schools, and, second, to *adapt and extend* the educational reforms to the 4 000 rural multi-grade schools. The strategy for the project will be to intensify the training program for teachers in grades 1-4 through a continuous training program (distance training, monthly newsletter, use of supervisors, etc.) and remedial training in key subject area knowledge. The new multi-grade activity will validate and revise materials that adapt the new curriculum to the multi-grade environment using selected validation schools. The objective of this intensification of activities in the substantive area is to develop a high degree of competency and excellence in the new methods among at least a core group of trainers, teachers, principals and model schools that comprise the training network. With this core of competence the MED will be able to extend and strengthen the educational reforms throughout the system using the peer-to-peer training system inherent in the cascade training network. Both BASE and the MCD recognize that this fundamental transformation of teacher, principal and community attitudes and skills is an enormous job that will take many years to fully accomplish.

VII. Implementation Issues for Year Four

The major implementation issue for the fourth year of the project will be achieving an effective blend of programmatic continuity and new perspectives and commitment with a clear focus on a clearly understood set of objectives. In many ways, the MED is well positioned to achieve this in 1997 with the continuation of the Minister who has been the driving force for educational reform for the past six years. Nonetheless, the substantial expected turnover at operational levels in the Ministry as well as the start of a new national administration will bring changes. There are no implementation issues specifically associated with the latter change, other than recognizing the importance of establishing good communication and a common vision of objectives and strategies and an understanding of the role that the BASE project can play in achieving these goals.

The BASE strategy for 1997 will continue to stress a highly participatory project implementation process. BASE will seek to build on the accomplishments of the past three years while helping the new administration to define and achieve new long term goals.