

FD-ABB-877

08513

Project No. 532-0155

PROJECT GRANT AGREEMENT
Between the
GOVERNMENT OF JAMAICA
and the
UNITED STATES OF AMERICA
for the
PRIMARY EDUCATION ASSISTANCE PROJECT II

Date: 31 AUG 1990
Appropriation: 72-1101021
BPC: LDEA90-25532-KG13
Amount: \$670,000

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PROJECT GRANT AGREEMENT

Between

The Government of Jamaica ("Grantee")

And

The United States of America, acting through the Agency for International Development ("A.I.D.") as Grantor

ARTICLE 1: The Agreement

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below and with respect to the financing of the Project by the Parties.

ARTICLE 2: The Project

Section 2.1.: Definition of the Project. The Project, which is further described in Annex I, consists of activities which will improve the effectiveness and efficiency of the primary school system. The Project will assist in the improvement of the primary education system, to include support for the decentralization of education management activities, the training of school principals, the delivery of mathematics education to students in grades 1 through 6 and the measurement of student achievement within the primary system.

Annex I attached, amplifies the above description of the Project. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex I may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2. without formal amendment of this Agreement.

Section 2.2.: Incremental Nature of Project.

- (a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1. of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for this purpose, and to mutual agreement of the Parties, at the time of a subsequent increment, to proceed.
- (b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D., based upon consultation with the Cooperating Country, may specify in Project Implementation Letters appropriate time periods for the utilization of funds provided by A.I.D. under an individual increment of assistance.

ARTICLE 3: Financing

Section 3.1.: The Grant. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement an amount not to exceed Six Hundred and Seventy Thousand UNITED STATES DOLLARS (\$670,000) ("Grant").

The Grant may be used to finance foreign exchange costs, as defined in Section 6.1., and local currency costs, when A.I.D. agrees in advance, as defined in Section 6.2., of goods and services required for the Project.

Section 3.2.: Grantee Resources for the Project.

- (a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.
- (b) The resources provided by the Grantee for the Project will be not less than the equivalent of US\$1,400,000, including costs borne on an "in-kind" basis.

Section 3.3.: Project Assistance Completion Date

- (a) The Project Assistance Completion Date (PACD) which is August 31, 1995, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

- (b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.
- (c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters are to be received by A.I.D. or any bank described in Section 7.1., no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of said period.

ARTICLE 4: Conditions Precedent to Disbursement

Section 4.1.: First Disbursement. Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

A statement of the name of the person holding or acting in the office of the Grantee specified in Section 8.2., and of any additional representatives, together with a specimen signature of each person specified in such statement.

Section 4.2.: Additional Disbursement. Prior to disbursement under the Grant, or to issuance by A.I.D. of documentation pursuant to which disbursement will be made, for the purposes (sub-component) stated below, the Grantee will, except as the parties may otherwise agree in writing:

a. Decentralization Component

1. Community Workshops: specify workshop sites;
2. Referral Service: establish three temporary local consultants positions within the MOE/SCOPE office;
3. Manual for Principals: provide (a) office space and equipment, (b) a Management Information System, and (c) senior MOE staff to work with a contractor.

b. Educational Program Strengthening Component

1. Improvement of Performance

Mathematics: (a) appoint two qualified counterpart personnel to work with a contractor, and (b) provide adequate office space and logistical support;

2. Performance Management: cause the MOE/NAP to (a) provide suitable candidates for participant training; (b) provide two qualified counterpart personnel for each contract consultant; (c) provide suitable office space and logistical support, and (d) provide two passenger motor vehicles.

Section 4.3.: Notification. When A.I.D. has determined that the conditions precedent specified in Sections 4.1. have been met, it will promptly notify the Grantee.

Section 4.4.: Terminal Dates for Conditions Precedent. If the conditions specified in Section 4.1. have not been met within 120 days from the date of this Agreement, or such later date as A.I.D. may agree in writing, A.I.D., at its option, may terminate this Agreement by written notice to the Grantee.

ARTICLE 5: Special Covenants

Section 5.1.: Project Evaluation. The Parties agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

- (a) Evaluation of progress toward attainment of the objectives of the Project;
- (b) Identification and evaluation of problem areas or constraints which may inhibit such attainment;
- (c) Assessment of how such information may be used to help overcome such problems; and
- (d) Evaluation, to the degree feasible, of the overall development impact of the Project.

Section 5.2.: Continuation of Project Activities. The Grantee will undertake all necessary measures (e.g. staffing, space, recurrent costs, etc.,) to assure the continuation of Project activities beyond the PACD, when the need for continuation of the Project is demonstrated through Project evaluation activities.

ARTICLE 6: Procurement Source

Section 6.1. Foreign Exchange Costs. Disbursements pursuant to Section 7.1. will be used exclusively to finance the costs of goods and services, including ocean shipping, required for the Project having, with respect to goods, their source and origin, and with respect to services, their nationality, in the United States of America (Code 000 of the A.I.D. Geographic Code Book as in effect at the time orders are placed or contracts entered into for such goods or services) ("Foreign Exchange Costs"), except as A.I.D. may otherwise agree in writing, and except as provided in the Project Grant Standard Provisions Annex, Section C.1(b) with respect to marine insurance. Ocean transportation costs will be financed under the grant only on flag vessels under flag registry of the U.S., except as A.I.D. may otherwise agree in writing.

Section 6.2.: Local Currency Costs. Disbursements pursuant to Section 7.2. will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in Jamaica ("Local Currency Costs").

ARTICLE 7: Disbursement

Section 7.1.: Disbursement for Foreign Exchange Costs.

- (a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for the Foreign Exchange Costs of goods and services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:
- (1) by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, (A) requests for disbursement or reimbursement for such goods or services, or, (B) requests for A.I.D. to procure commodities or services on Grantee's behalf for the Project; or,
 - (2) by requesting A.I.D. to issue Letters of Commitment for specified amounts (A) to one or more U.S. banks, satisfactory to A.I.D., committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services, or (B) directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers for such goods or services.

- (b) Banking charges incurred by the Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless the Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

Section 7.2.: Disbursement for Local Currency Costs.

- (a) After satisfaction of conditions precedent and if A.I.D. agrees in advance, the Grantee may obtain disbursements of funds under the Grant for local currency costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance costs.
- (b) The local currency needed for such disbursements may be obtained:
- (1) by acquisition by A.I.D. with U.S. Dollars by purchase; or
 - (2) by A.I.D. (A) requesting the Grantee to make available the local currency for such costs, and (B) thereafter making available to the Grantee, through the opening or amendment by A.I.D. of Special Letters of Credit in favor of the Grantee or its designee, an amount of U.S. Dollars equivalent to the amount of local currency made available by the Grantee, which dollars will be utilized for the procurement from the United States under appropriate procedures described in Project Implementation Letters.

The U.S. dollar equivalent of the local currency made available hereunder will be, in the case of subsection (b)(1) above, the amount of U.S. dollars required by A.I.D. to obtain the local currency, and in the case of subsection (b)(2) above, an amount calculated at the rate of exchange specified in the applicable Special Letter of Credit Implementation Memorandum hereunder as of the date of the opening or amendment of the applicable Special Letter of Credit.

Section 7.3.: Other Forms of Disbursement. Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing.

Section 7.4.: Rate of Exchange. Except as may be more specifically provided under Section 7.2., if funds provided under the Grant are introduced into Jamaica by A.I.D. or any public or private agency for purposes of carrying out obligations of A.I.D. hereunder, the Grantee will make such arrangements as may be necessary so that such funds may be converted into currency of Jamaica at the highest rate of exchange which, at the time the conversion is made, is not unlawful in Jamaica.

ARTICLE 8: Miscellaneous

Section 8.1.: Communications. Any notice, request, document or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such Party at the following address:

To the Grantee

Mail Address

The Minister of Finance
Ministry of Finance
30 National Heroes Circle
Kingston 4, Jamaica

Cable Address

The Minister of Finance
Ministry of Finance
30 National Heroes Circle
Kingston 4, Jamaica

To A.I.D.

Mail Address

Director
USAID/Jamaica
P.O. Box 541
6b Oxford Road
Kingston 5, Jamaica

Cable Address

USAID/Jamaica

Other addresses may be substituted for the above upon giving of notice. The Grantee, in addition, will provide the USAID Mission with a copy of each communication sent to A.I.D.

Section 8.2.: Representatives. For all purposes relevant to this Agreement and its amendments, the Grantee will be represented by the individual holding or acting in the office of Minister of Finance and A.I.D. will be represented by the individual holding or acting in the office of the Mission Director, USAID/Jamaica, each of whom, by written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1. to revise elements of the amplified description in Annex I.

The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D, which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

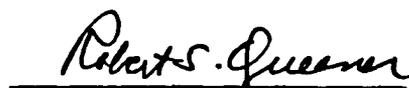
Section 8.3.: Standard Provisions Annex. A "Standard Provisions Annex" (Annex II) is attached to and forms part of this Agreement.

IN WITNESS WHEREOF, the Grantee and the United States of America, each acting through its duly authorized representative, have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

GOVERNMENT OF JAMAICA

UNITED STATES OF AMERICA


Seymour Mullings
Minister of Finance


Robert S. Queener
Director
USAID/Jamaica

Date: 31 AUG 1990

Amplified Project Description

Elements of the Amplified Project Description, including the illustrative financial plan, may be changed by written agreement of the authorized representatives of the parties named in the Project Agreement without formal amendment of the Agreement, provided that such changes are within the general definition of the Project as set forth in Section 2.1 of the Agreement.

1. Project Goal and Purpose

The goal of the Primary Education Assistance Project is to achieve a primary education system that is consistent with the long-term structural changes and economic targets of Jamaica. The Project purpose is to improve the overall efficiency and effectiveness of the primary education system. Efficiency of the system will be enhanced by assisting the Ministry of Education (MOE) to decentralize appropriate management activities and by training school principals to manage their schools better. Effectiveness of the system will be improved by assisting the MOE to improve its delivery of relevant mathematics education to students in grades 1-6 and to measure student achievement within the primary system.

II. Description of Project Components

This Project has two components each of which is further broken down into discrete activities geared to meeting the overall Project purpose. These components are Decentralization and Educational Program Strengthening.

A.I.D. must determine that the MOE has the capability to perform Host Country Contracts in accordance with A.I.D. procedures, prior to permitting Host Country Contracting to be implemented. In this regard, A.I.D. will undertake to review MOE contracting procedures. All local source procurement will require individual waivers by A.I.D. on a transaction-by-transaction basis.

Component a. - Decentralization:

The specific outputs related to improving efficiency will take place under the decentralization component. This component has three elements, namely: i) assistance to provide instruction of school/community individuals; ii) the establishment of a referral service; and iii) the development and introduction of management manuals for primary education principals.

Element (1) : Assistance for Community Workshops:

Under Component A (i) technical assistance will be provided by a contractor to arrange and give workshops; provide logistical support; procure instructional materials and revise existing manuals for use in connection with school/community action plans. It is anticipated that the contractor will be selected under Host Country Contract procedures and will be expected to provide services for three years.

The GOJ/MOE is likely to request a Waiver of Competitive Procurement, because they have indicated a desire to utilize the services under PEAP II, of the contractor used under PEAP I. USAID will work with MOE staff to develop the Request for Proposals. The MOE will work with the Contractor in developing the list of school/community individuals who will receive training and the schedule for providing it. The MOE will also provide the Contractor with the venues and a schedule for their use.

Element (2): Referral Service:

Under this element the MOE will establish adequate support facilities which are expected to consist of three temporary local consultant positions within the MOE/SCOPE Office, one secretarial position, adequate office space and furniture, two telephone lines and a driver. The purpose of this element is to assure that schools and communities undertaking new programs to support primary education can be promptly put in touch with schools and communities who have already undertaken such activities. Should the SCOPE Office require assistance in developing position descriptions and a Referral Service Operations Manual they may obtain technical assistance under a Purchase Order following Host Country Contracting procedures.

The Project will provide reimbursement to the MOE for the Purchase Order, salaries of the professional staff on a cost reimbursement basis and computer hardware and software for the SCOPE Office's MIS. This component will provide inputs over four years, following which it is expected that the MOE will absorb the functions of the referral service into the MOE operations. The MOE will make available to the Referral Service two vehicles and office furniture purchased under PEAP I.

Element (3): Manual for Principals/Training:

This activity will provide the services of a contractor through a host country contract, for the purpose of developing in full cooperation with senior MOE Management staff, a simplified management manual for use by all primary school principals. At the present time principals have no operational manuals. The manuals provided will set out what needs to be done, when it needs to be done and in what format. Without such an operational manual, the MOE has no way of judging the performance of principals against some norm (e.g., as set down

in the manual). USAID will finance the contractor, provide instruction for the MOE central staff, inspectors and principals in the use of the manual; finance the production and distribution of some 800 manuals for use in all primary and primary all-age schools as well as the development of an MIS, so that the MOE can develop performance norms for school principals and identify individuals performing at, above or below the norm on an annual basis.

Component b: Educational Program Strengthening

This component has two sub-components namely: i) Improvement in Primary Mathematics and (ii) Performance Measurement under the National Assessment Program (NAP). These two sub-components are each further broken down into elements. The implementation of this component will extend throughout the Life of Project. Following procurement of technical assistance, activities will be initiated to provide for the development of a plan and implementation strategy which will be based on research conducted in collaboration with relevant Jamaican Agencies. Production of the plan is expected to take from six to nine months. Following the completion and acceptance of the plan/strategy, USAID and the MOE will agree to provide inputs (specified in the Plan) by one or more Project Implementation Letters in which both USAID and MOE inputs would also be detailed.

Sub-component b: (i) Improvement of Performance:

Element b: 1.(a) Technical Assistance/Contractor
Activities in this area will focus on the preparation of the plan and strategy for correcting short-comings in the mathematics program at the primary level and funding discrete activities where it has been demonstrated that inputs are likely to impact positively on the achievement of outputs and purpose. These inputs are likely to include varying amounts of in-service and pre-service teacher training utilizing new and/or revised curriculum materials, revised validated tests in mathematics and possibly use of alternative media for mathematics instruction. Under this element USAID will provide the services of a contractor who will be supported by two qualified local counterpart personnel appointed by the MOE.

The contractor will review existing texts, the Merrill books and other possible alternatives to confirm the appropriateness in terms of the mathematics objectives for each primary grade; review the in-service and pre-service teacher education programs; review test instruments currently being used by the NAP, review the pilot remedial math program developed and piloted by the Core Curriculum Unit of the MOE; analyze the adequacy of the MOE's central staff to adequately monitor and support such programs; review data requirements for annual and longitudinal research and provide a written report concerning these and other variables.

Element b: 1.(b) Logistical Support:

The MOE will supply adequate office space and logistical support as well as adequate professional involvement from the Joint Board for Teacher Engineering (JBTE), the NAP personnel, senior curriculum staff from the MOE and the inspectorate. Phase II of this component involves assisting the MOE to carry out select elements of the strategy produced in Phase I.

Sub-component b. 2 Performance Measurement

This sub-component is designed to assure that the efforts to improve the teaching/learning of primary level mathematics are afforded accurate, timely data analyses, to measure on an individual school basis, the results of project inputs in terms of outputs. It is also the MOE's intention to utilize measurement results to establish a set of performance norms for schools. It will then target assistance to schools performing below the norm, utilizing schools above the norm to assist in implementing corrective measures. Over time, the norm will be raised, so that ultimately all schools will ostensibly be performing at or above a high quality norm.

Adequate and timely performance measurement is also required so that sub-standard students can be identified and appropriate steps taken to get such individuals into remedial mathematics programs during the school term and/or vacation periods if necessary. The targetting strategy and remedial efforts would be largely imperative should performance measurement for mathematics not be in place.

Element b.2. (a) Participant Training

Under this element three participants will receive training (2 in psychometrics and one in test measurement statistics). This training is not offered in Jamaica and is essential for the work of the NAP.

Element b.2. (b) Provision of Counterparts

The MOE will contract two individuals, one psychometrician with a background in developing tests for mathematics and one test measurement statistician. Both individuals will be expected to develop/revise and implement the testing programs required to support the mathematics improvement efforts under the Educational Program Strengthening component. They will also assist in the training of local staff. The MOE will provide the counterpart staff necessary to understudy these contractors.

Element b.2 (c) Logistical Support

The MOE will provide all the logistical support necessary for this sub-component. This will include adequately equipped office space for technical advisors and their counterparts, appropriate secretarial services and recurrent budget for office and vehicle operations. They will also provide access to relevant test results, air fare to learning sites and salaries for participants while abroad.

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III. Implementation Arrangements

It is anticipated that all elements of the Project will be executed by contractors working in close collaboration with the MOE. Contract service procurement procedures will be initiated immediately following the satisfaction of the Project's initial Conditions Precedent (CPS).

Given below is a description of the general implementation plan for each component of the Project.

Component a: Decentralization

Organizationally, the MOE has a strong commitment to improve system capability by re-structuring the central administration, re-establishing regional offices and increasing community involvement. The Project is primarily concerned with increasing community involvement; (1) because a valid approach to community/school relations was pilot-tested under PEAP I; (2) at this time the MOE has no concrete plans for regional decentralization to which the Project could respond; and (3) because the MOE has specifically requested that the Project expand the pilot effort to include all schools at the primary level, islandwide.

Under Component a (1), A.I.D. will finance a contractor who will provide:

- technical assistance for arranging and giving workshops;
- logistical support;
- procurement of instructional materials; and
- revision of existing manuals for use in connection with school/community action plans.

It is anticipated that the contractor will be selected under Host Country Contract procedures. The MOE will work with the Contractor in developing the list of school/community individuals who will receive training and the schedule for providing it. Contractor services will be provided over three years, because training must take place in the summer and it would be logistically impossible to do all the training in one summer. The MOE will provide the contractor with the venues and a schedule for their use. This component has no off-shore training.

Element a. (2), requires that the MOE establish three temporary consultant positions within the MOE/SCOPE Office, one secretarial position, adequate office space and furniture, two telephone lines and a driver. Should the SCOPE Office require assistance in developing position descriptions and a Referral Service Operations Manual they may obtain technical assistance under a Purchase Order following Host Country Contracting procedures.

The Project will provide reimbursement to the MOE for the Purchase Order, salaries of the professional staff on a cost reimbursement basis and computer hardware and software for the SCOPE Office's MIS procured by the MOE off the shelf. There will not be any long-term training in connection with the implementation of this element. This element will provide inputs over four years, following which it is expected that the MOE will absorb the functions of the referral service into normal MOE operations.

Under element a. (3), services of a contractor will be obtained for the purpose of developing, a simplified management manual for use by all primary school principals. The manual will be field tested, revised if necessary and subsequently presented to all principals during a three day seminar. Seminars will be held in conjunction with SCOPE Seminars, because all principals will be attending the latter. Seminar activities will take place over a period of three years. The contractor will also be expected to work with MOE staff to establish management performance norms and to assist MOE staff in adapting existing MOE/MIS facilities. No offshore training is envisaged under this element. The contractor will be responsible for printing one thousand manuals. The MOE will provide senior MOE staff to work with the contractor, office space and secretarial services, office equipment and MIS.

- Educational Program Strengthening

The Implementation of this component will extend throughout the Life of Project. Following procurement of technical assistance, activities will be initiated to provide for the development of a plan and implementation strategy which will be based on research conducted in collaboration with relevant Jamaican Agencies (e.g., Joint Board for Teacher Education, The Jamaica Teachers' Association, The Centre for Educational Research, University of the West Indies (UWI) and key MOE officials). Production of the plan is expected to take from six to nine months.

A second, complementary sub-component is support for performance measurement conducted under the aegis of the NAP, focussing primarily but not exclusively on primary school mathematics.

Under sub-component b(i)(a), inputs will be provided by a Contractor procured using Host Country Contract procedures.

The services to be procured under Component b(i)(a) (Phase I) for developing the plan consist entirely of technical assistance. A two-step contracting procedure will be used. The RFP will:

- provide an accurate, current description of the problems in primary school mathematics and local resources that will be available to work with the contractor; and
- ask respondees to lay out a work program for:
 - (1) identifying the causes of the problems described;
 - (2) prioritizing key variables; (3) specifying the size and nature of prioritized solutions; (4) giving detailed inputs (USAID and MOE), duration of inputs and costs in the form of an implementation strategy for the remainder of the Project; (5) expected outputs; (6) a research program if necessary; and
 - (7) an evaluation plan.

Component b (2) specifications must be deferred pending the outcome of activities under component b (1). As stated earlier, the size, nature and timing of both inputs and outputs for carrying out the strategy will be given in a PIL following acceptance of Phase I work by both USAID and the MOE. Pending the execution of the PIL, funds for assisting the MOE to implement the Plan will be carried under a Contingency Line-item in the Project's budget. Whatever the outcome of the Plan, it is anticipated that services will be obtained under Host Country Contract procedures involving solicitation in both the United States and and if within A.I.D. guidelines, Jamaica. Activities will continue for the Life of Project.

Under component b (2), the Project will assist the NAP by providing overseas training for two NAP professionals in the area of psychometrics. One Jamaican professional will be given short-term training abroad in testing and measurement statistics. Training will be contracted directly by USAID under PIOP/s. The Government of Jamaica must nominate qualified NAP staff to take up these opportunities. Training is expected to commence as soon as technical assistance staff are in place i.e., January 1991. Technical assistance represents the second USAID input. Two individuals will be recruited using personal services contracts under Host Country Contract procedures.

While the MOE has considerable experience with USAID's Host Country Contract procedures, the Office of Contract Management (OCM) will advise the MOE on specific procurement matters and will, with OEHR Project staff, monitor activities in this area.

IV. End of Project Status

By the end of the Project it is expected that specific outputs related to improving efficiency will take place under the decentralization component of the Project. Approximately 700 school principals and 800 community leaders on a community by community basis would have been provided with knowledge and procedures derived from the SCOPE efforts under PEAP I, to enhance school/community relations as they relate to maintenance of physical plant. A management manual for primary school principals would have been developed and these principals would have been trained in its use, thereby providing the MOE with the basis for ranking performance of primary school principals (against a norm derived from the manual) and, consequently, the targetting of programs to upgrade those operating below the norm.

At present there is no clear understanding as to what teaching/learning variables impact improvement in the learning of mathematics much less their relative weights. For this reason, in the area of improvement of mathematics, provision has been made for two phased outputs. Phase I will see the production of a plan (within a time-frame of 6 - 9 months) for improving mathematics education. Phase II will follow upon MOE and USAID review and acceptance of the plan. Specific teaching/learning outputs expressed in a Project Implementation Letter with a detailed list of inputs to be supported by the Project and the GOJ will be developed. At this juncture, USAID expects that improvement will include the following to be accomplished:

- i) in-service and pre-service teachers trained;
- ii) new or revised mathematics textbooks;
- iii) validated mathematics texts for grades 1 - 6;
- iv) validated remedial mathematics program; and
- v) a set of performance mathematics norms for all primary grades.

The outputs under the performance measurement sub-component of the NAP should include the following:

- i) two or three individuals trained at the graduate level in psychometrics and test measurement statistics;
- ii) a plan for longitudinal research on performance measurement for mathematics;
- iii) design and validation of a grade four diagnostic math test; and
- iv) instruction of NAP and other key MOE officials in the use of an MIS for performance evaluation of mathematics to include hardware and software.

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V. Illustrative Financial Plan

The total cost of this Five Year Primary Education Assistance Project II is estimated at US\$5,400,000. Of this total, USAID, subject to the availability of funds, will contribute US\$4,000,000, and the GOJ will contribute the Jamaican dollar equivalent of US\$1,400,000.

Over the five year Life of the Project, USAID will finance long-term technical assistance, training, commodities, operational support costs and instructional materials. The Jamaican contribution will include support costs both in cash and in kind, commodities and supplies as well as a counterpart staff where necessary.

The following tables represent the Illustrative Financial Plan for the Project showing proposed obligations of A.I.D. funds. The plan is illustrative only and changes may be made by mutual agreement of the representatives of the Parties in Implementation Letters without formal amendment to the Agreement as long as such changes do not increase the total amount of the Grant.

Transportation costs are a permissible cost under the Grant for any of the commodities procured.

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TABLE I
SUMMARY COST ESTIMATE AND FINANCIAL PLAN
(U.S. \$000's)

ELEMENTS	THIS OBLIGATION		FUTURE OBLIGATIONS*		LOP*	
	<u>AID</u>	<u>HOST CTRY</u>	<u>AID</u>	<u>HOST CTRY</u>	<u>AID</u>	<u>HOST CTRY</u>
A. DECENTRALIZATION						
1. Community Participation	130	170	940	165	1070	335
2. Referral Service	40	10	80	25	120	35
3. Management - Primary Education	80	25	30	110	110	135
B. EDUCATIONAL PROGRAM STRENGTHENING						
1. Improvement Math Education	250	25	-	25	250	50
2. Performance Measurement	150	50	675	35	825	85
C. EVALUATION/AUDIT	20	-	50	10	70	10
D. CONTINGENCY	-	-	1555	750	1555	750
TOTALS	<u>670</u>	<u>280</u>	<u>3330</u>	<u>1120</u>	<u>4000</u>	<u>1400</u>

* Subject to availability of funds.

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