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A.I.D. Project No.: 532-0179

PROJECT GRANT AGREEMENT

Between the

GOVERNMENT OF JAMAICA

and the

UNITED STATES OF AMERICA

for

NEW HORIZONS FOR DISADVANTAGED YOUTH PROGRAM

Date: Sept 29, 1997  
App: 727/81021.1  
BPC: LCDX-97-25532-KG13  
Amount: \$291,000

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Activity 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 Activity described below, and with respect to the financing of the Activity by the Parties.

ARTICLE 2: The Activity

Section 2.1.: Definition of Activity. The Activity, which is further described in Annex 1, will consist of activities which will provide a series of integrated interventions directed at schools serving mainly at-risk children for the purpose of increasing performance in reading and mathematics.

Annex 1, attached, amplifies the above description of the Activity. Within the limits of the above definition of the Activity, elements of the amplified description stated in Annex 1 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 Activity.

- (a) A.I.D.'s financial contribution to the Activity 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 the 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 Grantee, 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 Activity, 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 Two Hundred and Ninety-one Thousand United States ("U.S.") Dollars (\$291,000) ("Grant").

The Grant may be used to finance foreign exchange costs, as defined in Section 6.1, of goods and services required for the Activity.

#### Section 3.2. Grantee Resources for the Activity.

- (a) The Grantee agrees to provide or cause to be provided for the Activity all funds, in addition to the Grant, and all other resources required to carry out the Activity effectively and in a timely manner.
- (b) The resources provided by Grantee and the Jamaican Private Sector for the Activity will be not less than the equivalent of U.S. \$3.4 million including costs borne on an "in-kind" basis.

#### Section 3.3 Project Assistance Completion Date.

- (a) The "Project Assistance Completion Date" (PACD), which is September 30, 2004, 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 Activity 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.
- (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 the 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

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and substance satisfactory to A.I.D.:

- (a) A statement of the name of the person holding or acting in the office of the Grantee specified in Section 8.1., and of any additional representatives, together with a specimen signature of each person specified in such statement.

Sections 4.2.: Notification. When A.I.D. has determined that the conditions precedent specified in Section 4.1 has been met, it will promptly notify the Grantee.

Section 4.3.: Terminal Dates for Conditions Precedent.

- (a) If all of 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 to in writing, A.I.D., at its option, may terminate this Agreement by written notice to Grantee.

#### ARTICLE 5: Special Covenants

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

- (a) evaluation of progress toward attainment of the objectives of the Activity;
- (b) identification and evaluation of problem areas of 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 Activity.

#### 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 required for the Activity having, with respect to goods, their source and origin, and with respect to services their nationality in the United States (Code 000 of the AID 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 AID 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 vessels under flag registry of the United States, except as AID may otherwise agree in writing.

Pursuant to USAID Automated Directive System 300 series, Chapter 310, Section 310.5.9, "Authority to Approve Waivers of the Authorized Geographic Code," I hereby approve a nationality waiver from USAID Code 000 to Jamaica to permit local procurement of services

for the project.

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 or services required for the Activity 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 reimbursement for such goods or services in Grantee's behalf for the Activity; or, (B) requests for A.I.D. to procure commodities or services in Grantee's behalf for the Activity; or,
  - (2) by requesting A.I.D. 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.: 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 7.3.: Rate of Exchange. 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 addresses:

To the Grantee:

Mail Address:

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

The Ministry of Education,  
Youth and Culture  
2 National Heroes Circle  
Kingston 4, Jamaica

To A.I.D.:

Mail Address:

Director  
USAID/Jamaica  
P.O. Box 541  
2 Haining Road  
Kingston 5, Jamaica

All such communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be substituted for the above upon the giving of notice.

Section 8.2.: Representatives. For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the office of Minister of Finance and Planning and A.I.D. will be represented by the individual holding or acting in the office of 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 1.

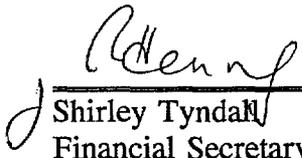
The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

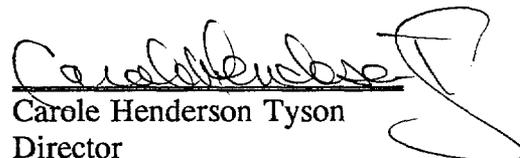
Section 8.3.: Standard Provisions Annex. A "Project Grant Standard Provisions Annex" (Annex 2) is attached to and forms part of this Agreement.

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**

  
\_\_\_\_\_  
Shirley Tyndall  
Financial Secretary  
Ministry of Finance

  
\_\_\_\_\_  
Carole Henderson Tyson  
Director  
USAID/Jamaica

Date: 29/9/97

Date: Sept. 29, 1997

**ILLUSTRATIVE COST SUMMARY 27/8/97**  
**NEW HORIZON FOR DISADVANTAGED YOUTH**

(US\$)

ELEMENTS	PRIOR OBLIGATIONS		'THIS OBLIGATION		TOTAL OBLIGATIONS TO DATE		'PLANNED SUBSEQUENT OBLIGATIONS*		TOTAL PLANNED OBLIGATIONS	
	AI	HC	AID	H	AID	HC	AID	HC	AID	HC
1. Institutional Contract	\$0	\$0	\$250,000	\$50,000	\$250,000	\$50,000	\$7,987,000	\$2,700,000	\$8,237,000	\$2,750,000
2. MOEY&C	\$0	\$0	\$0	\$0	\$0	\$0	\$767,000	\$340,000	\$767,000	\$340,000
3. Process Evaluation	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$280,000	\$300,000	\$280,000
4. USAID Program Support	\$0	\$0	\$30,000	\$0	\$30,000	\$0	\$425,000	\$0	\$455,000	\$0
5. Audit/Evaluation	\$0	\$0	\$0	\$0	\$0	\$0	\$225,000	\$30,000	\$225,000	\$30,000
6. Contingency	\$0	\$0	\$11,000	\$0	\$11,000	\$0	\$205,000	\$0	\$216,000	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$291,000</b>	<b>\$50,000</b>	<b>\$291,000</b>	<b>\$50,000</b>	<b>\$9,909,000</b>	<b>\$3,350,000</b>	<b>\$10,200,000</b>	<b>\$3,400,000</b>

App: 727/81021.1  
 BPC: LCDX-97-25532-KG13  
 Amount: \$291,000

## AMPLIFIED ACTIVITY DESCRIPTION NEW HORIZONS FOR DISADVANTAGED YOUTH

Elements of the Amplified Activity Description 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 scope of the Activity as set fourth in Section 2.1. of the Agreement.

### I. GOAL AND PURPOSE

The **goal** of this Activity is to assist young Jamaicans to be better equipped for the 21st century, with particular emphasis on the poor. The **purpose** of the Activity is to improve the literacy and numeracy of primary school students who are most "at risk" so that they can become more responsible and productive citizens.

The New Horizons Activity is a joint effort of the Government of Jamaica (GOJ) and the United States Agency for International Development (USAID) to systematically provide a series of integrated interventions directed at primary schools serving mainly at risk (underachievers, poor performers) children to improve performance in reading and mathematics. It is specifically directed at 28,800 students from poor homes and communities in 72 selected primary schools that desire and have begun to take steps to change their situation before the onset of more intractable problems.

### II. RESULTS TO BE ACHIEVED

USAID/Jamaica's Strategic Objective #3 aims to better equip young Jamaicans for the 21st century. The New Horizons for Disadvantaged Youth Activity (New Horizons) will contribute directly to the SO-level indicator, "better prepared primary school students," and to the achievement of the planned intermediate results, "improved literacy and numeracy at the primary school level."

Specific indicators (and targets) of the activity's progress toward achieving the above-referenced intermediate result include:

1. improved teaching methods in primary schools (measured against target of 1,440 primary school teachers trained in innovative methods of instruction;
2. proficiency and achievement in mathematics (measured against a targeted 4 percent per year improvement in the target schools); and
3. proficiency and achievement in reading (measured against a targeted 4 percent per year improvement in the target schools).

### III. ACTIVITY OUTPUTS AND PERFORMANCE INDICATORS

The activity will have two outputs that together should be of sufficient magnitude and composition to achieve the activity purpose:

**Output #1: Customized Mathematics and Literacy programs developed to fit the circumstances at 72 "at risk" (low-performing) schools.** The schools serving "at risk" segments of the society are particularly challenged to adopt and adjust the National Curriculum to the instructional requirements of their setting as it is not possible for the National Curriculum to take account for of all the circumstances in which it will be implemented.

The Activity will therefore assist the selected schools with the technical support and in-service training of teachers necessary to customize the National Curriculum to their circumstances, and to implement it in their schools. The performance indicators that this output has been achieved will include:

1. 72 schools supplied with supplementary teaching and learning materials in mathematics and reading;
2. 72 schools supplied with appropriate and improved educational technology;
3. 72 schools provided with governance and leadership training;
4. 852 teachers received in-service training in innovative instructional methods in the teaching of mathematics, reading and the use of educational technology;
5. 25 schools provided nutritional support to poor students;
6. 72 schools provided a semi-annual de-worming program to all students;
7. 72 schools provided parenting education and training.

**Output #2: MOEY&C Strengthened to Deliver Improved Literacy And Numeracy programs.** The program will provide the MOEY&C with resources to build on some activities funded under the PEAP II and speed-up other on-going programs. First, it will finance the MOEY&C's Professional Development Unit to complete the training of Mathematics Resource Teachers (MRTs), so that all six MOEY&C regions have a cadre of teachers (currently only four regions have MRTs). Second, the MOEY&C's Planning Unit is in the process of integrating its Education Management Information System (previously financed by USAID) with several other data bases, including the National Assessment Program (NAP), Census Data, and other data sets that identify geographic areas of poverty or health problems. The program will provide the support necessary to integrate these databases sooner than might otherwise be possible, thereby enabling the MOEYC to identify problem areas and direct its efforts to solving those problems. The assistance will also ensure that

USAID and program managers can report program performance in a timely manner. Third the program will provide technical assistance to NAP to improve its data analyses, processing and reporting capabilities; this will ensure the provision of timely reports on the results of activity interventions.

Fourth, the program will provide technical assistance and training to the regional offices of the MOEY&C to: 1) analyze and interpret the EMIS and other data, and 2) to link the target schools to the regional and national offices of the MOEY&C.

The performance indicators that this output has been achieved are:

1. 132 resource teachers in the new mathematics curriculum have been trained;
2. 72 resource teachers in the new Language Arts curriculum have been trained;
3. The MOEY&C's EMIS has been fully integrated with the NAP and other data to provide a functional Geographic Information System (GIS);
4. NAP strengthened to provide more comprehensive analyses of school performance data; and
5. 288 regional officers of the MOEY&C have been trained in analytical techniques, especially to identify schools with problems in mathematics and reading.

#### IV. ACTIVITY INPUTS

USAID grant will finance the following planned inputs, which in quantity and quality should be sufficient to achieve the above outputs:

1. **Technical Assistance:** Four long term specialists for about 7 years each; 33 person months of short term technical assistance in the areas of: in-service teacher training in literacy and numeracy, data base integration, development of the Geographic Information System (GIS), and diagnostic and design services to individual school's literacy and numeracy programs.
2. **In-country training:** About 4,748 person-weeks (PW) of training for MOEY&C, school, community, and parents will be provided in the following areas:
  - 2,260 PW of training in school leadership and management,
  - 1,210 PW of training in parenting education,
  - 204 PW of in-service teacher training in mathematics,
  - 276 PW of in-service teacher training in reading,
  - 81 PW of training in the use of educational technology,
  - 81 PW of training in the use of new teaching/learning materials,
  - 132 PW of training of regional and school based resource teachers in the new mathematics curriculum,
  - 72 PW of training of school based resource teachers in the new Language

Arts curriculum.

432 PW of training of regional officers in using and analyzing data bases.

**3. Participant Training and Observational travel:** About 36 PM of short-term training in the U.S. for study tours in the area of parenting education and training will be provided to key community leaders.

Also 36 PM of short-term training in the U.S. for study tours for teachers in the activity schools to observe exemplary practice in the teaching of literacy and numeracy in elementary schools.

**4. Commodities:** supplemental teaching and learning materials in reading and mathematics; various types of educational technology, including some computers for labs, and audio tapes and tape decks; computers, software and equipment to upgrade computers and computer networks and two vehicles will be provided to schools, the MOEY&C and a Project Implementation Unit (PIU) established for the program. .

## V. INTERVENTIONS

Selection of activity schools and interventions: As a first step in the implementation process, the Project Implementation Unit (PIU), along with the MOEY&C will revise the proposed Criteria for selecting schools (included in the project paper). The PIU will then issue an open invitation for applications from schools that are interested in participating in the program. The PIU will short-list the applicants and conduct a needs assessment of the selected schools. Six (6) person months of short term technical assistance will be provided for needs assessment of schools and their communities. This will generate diagnostic and baseline data to develop a set of recommended interventions for addressing each school's problems. The PIU along with the school board, principal, teachers and parents will then decide which interventions they wish to implement in each school. Each school will then develop a five year implementation plan, reflecting critical consideration of the appropriate interventions to be applied and the context in which the intervention will be executed.

Designing and Implementing Literacy and Numeracy Programs in Activity Schools: Activity schools will be given technical support to: deepen the diagnosis done among students admitted to Grade One; take account of the cognitive needs of students; develop diagnostic instruments to assess students progress and adjust instructions; and keep records of individual student progress which are passed on from one grade to the next. The activity will provide 288 person weeks of training for teachers and principals from the target schools to plan and implement program strategies.

In-Service Training of Teachers in Literacy, Numeracy and Educational Technology: Technical support will be provided to trained and untrained teachers in activity schools to upgrade their competencies in the teaching of reading and mathematics. This will involve skills in: the generation of diagnostic and baseline data on the learners and learning environment, design of program, development of specific instructional delivery strategies and instructional materials, preparation of implementation plan, developing evaluation

strategies and implementation of program. Teachers in the target schools will be provided with 276 person weeks of training .

Governance and Leadership Training for School Principals, Community Leaders and Members of School Boards: This intervention will build on achievements from the School Community Outreach Program For Education (SCOPE), under the Primary Education Assistance Project (PEAP) II which ended in 1996.

The quality of governance of public primary schools will be enhanced by the implementation of 2160 person-weeks of training for school and community leaders in the 72 activity schools. School administrators will be more knowledgeable of their responsibilities and improve their effectiveness in mobilizing support for their schools. The activity will also inform School Boards, Parent Teachers Associations, Past Students Associations and community groups of the aims and objectives of the New Horizons Activity and seek to secure their support for the achievement of the objectives.

Parenting Education and Training: Parental support has been shown to be an important determinant of student achievement and school performance. While seeking to improve student performance in reading and mathematics, this activity will therefore seek to mobilize parental support for their children and schools. The activity will promote parental interaction in the raising and schooling of children, provide training and materials on governance of schools, establish study circles among parents in school communities and other activities to create and foster ongoing links among parents, their children and the school administration. The activity will include 1210 person weeks of in-country workshops and study tours to the U.S. The National Council on Education (NCE) will undertake this activity on behalf of the MOEY&C.

Health and nutrition: This intervention involves the administration of the de-worming medicine Albendazole (Zental), to students of all schools in the program and the provision of breakfast to 25 schools on a phased basis for four years. De-worming is expected to correct the problem of parasitic infections while the breakfast program will treat iron deficiency which impedes the cognitive development of some children of school age in Jamaica. Officials of the Ministry of Health (MOH) strongly recommend that teachers administer the drug because of the ease and safety in its administration. The Caribbean Food and Nutrition Institute (CFNI) or the Tropical Metabolism Research Unit (TMRU) and the MOH will be asked to participate in the implementation of the de-worming and breakfast program respectively, especially to monitor the effectiveness of both interventions. .

Provision of Supplementary Reading and Mathematics Materials: These materials will be provided to enrich the learning environment in the class rooms in the activity schools and thereby enhance achievements in literacy and numeracy. Teachers from the activity schools and the Technical Officers of the PIU will decide on the materials to be developed and those to be purchased from the shelf. The requisite materials will then be produced/or purchased in accordance with the needs of the schools and the activity budget.

Educational Technology to Support Literacy and Numeracy Instruction: Teachers will be

supported in the development of competencies in the use of instructional technology in multimedia lesson presentation and evaluation. They should also be able to integrate instructional technology, media and supplemental materials into the existing curriculum in primary schools. Activity schools may be provided with a set of two pieces of equipment selected from: video recorder, TV monitor, sound recorder, overhead projector or other useful technological tools, as desired for program implementation. Provision is also made for computer laboratories for at least 15 schools that have either started to use this technology in their instructional programs but are unable to make adequate provision for it or have chosen to introduce its use but need the assistance. During the assessment and diagnostic exercise at the beginning of the activity the PIU will investigate the potential effectiveness and advisability of the use of computer laboratories as well as interactive radio as instructional technologies in the activity schools.

Training Literacy and Mathematics Resource Teachers: This intervention will complete the training of Mathematics Resource Teachers (MRTs) started under the PEAP II project to ensure that all six MOEY&C regions have a desired level of distribution of MRTs. Additionally 72, MRTs and 72 Reading Resource Teachers (RRTs) will be trained in the activity schools to provide leadership and sustainability in the teaching of reading and mathematics in these schools.

This activity will be undertaken by the Professional Development Unit (PDU) of the MOEY&C in collaboration/consultation with the IDB funded Primary Education Improvement Project (PEIP). This will achieve activity synergies as the PDU is currently training RRTs under the IDB PEIP project.

The Integration of Databases: This intervention will provide Technical support to the MOEY&C to integrate databases within the Ministry itself and, to integrate into its consolidated system, data from other Ministries/Agencies such as the Ministry of Health, STATIN, The Social Investment Fund and the Planning Institute of Jamaica (PIOJ) in order to strengthen the MOEY&C's capacity to analyze data on school performance and factors related to it. The hardware and software of the Planning and Development Unit of the MOEY&C will be upgraded to form a consolidated database. Technical support will also be provided to the National Assessment Programme (NAP) to strengthen its capabilities to review and analyze data and produce timely reports.

Linking the Schools with the Regional and National EMIS Network: This intervention will provide each of the 72 schools in the activity with a computer and on-line connections (internet, electronic mail, facsimile, etc) as a means of improving: a) the efficiency and effectiveness of school administration b), the MOEY&C management of the schools, and the PIU's management of the Activity. The intervention also includes linkage of the schools with the regional offices of the MOEY&C. The Principal and at least three other teachers from the schools will be trained in the use of the computer and in simple troubleshooting techniques. Technical assistance will be provided for at least two years following the initial training to support the effective use of the system. Maintenance will be provided to the computer hardware and software with gradual transfer of responsibility to the schools two years prior to the end of the activity.

Process Evaluation And Research: This intervention will strengthen activity implementation considerably by providing on-going assessment of the effectiveness and impact of the various interventions with immediate feedback to the PIU, MOEY&C and USAID. The immediacy of feedback from this process will facilitate early corrective actions and program adjustments that could make significant differences to program outcome. The Evaluation and Research Specialist will work closely with the NAP and provide support in its data gathering and analyses, especially with respect to data needed for constant monitoring and tracking of various program results and indicators.

## **VI. ACTIVITY IMPLEMENTATION PLAN:**

All USAID funds will be obligated through this bilateral Project Grant Agreement. The Ministry of Finance will designate the Ministry of Education, Youth and Culture (MOEY&C), to serve as the implementing agency for the activity. The GOJ, in signing this Project Grant Agreement, agrees that:

- a) The MOEY&C will appoint the head of the Projects and Technical Services Division (PTSD), of the MOEY&C as the government's chief liaison Officer and authorized representative as specified in Section 8.2 of this Project Grant Agreement. The chief Liaison Officer will make binding decisions for the GOJ regarding the activity and its implementation and will lead meetings of the Project Steering Committee (PSC). The MOEY&C will appoint the Director of the Project Development Division as the counterpart to the Project Director of the PIU to provide easy communication with the various departments of the Ministry. The chief Liaison Officer and the Director of Projects will work closely with the USAID Project Officer to direct the implementation of the Activity.
- b) USAID/Jamaica, on behalf of the GOJ shall contract directly with an institutional contractor to provide all activity inputs, except Governance and Parenting, and Training of Resource Teachers. The contractor will however provide support for these two interventions with procurement of goods and services as well as assist with participant training. The U.S. or Jamaican contractor shall be selected through USAID's open competition process. The contractor will operate through a Project Implementation Unit (PIU) with the Key staff being: a Project Director, two Senior Technical Specialists, one in reading and one in mathematics, (provided by the contractor), and two Technical Officers from the MOEY&C, one in reading and one in mathematics. All members of the PIU will work solely on the activities of the activity. The performance of the institutional contractor will be monitored through regular site visits, six monthly contract performance evaluations, regular progress reports and meetings of the Project Steering Committee.
- c) USAID will contract an Evaluation and Research Specialist who will provide objective feedback on the progress of implementation towards the attainment of activity results and to allow for interim activity adjustments/corrective action, if deemed necessary.
- d) The MOEY&C will provide Office space and furniture for all members of the PIU and will designate the two Technical Officers, one in literacy and the other in numeracy to be

members of the PIU and to work full time on the activity. The cost of these resources will form a part of the GOJ's in cash or in kind counterpart contribution to the activity.

e) The MOEY&C will establish a Project Steering Committee (PSC) made up of : the Key staff of the PIU and representatives of: the MOEY&C, the Jamaica Teachers Association (JTA), the Planning Institute of Jamaica, the USAID Project Manager, the Ministry of Health (MOH), the National Council on Education, the IDB, the Overseas Development Agency (ODA), the World Bank, local school principals, parents, the contractors to the program and any other groups involved in the implementation of the activity. The PSC will meet periodically, at least twice per year, to develop program policy, review progress to date, review reports from the process evaluator, share information and ideas, identify problems and arrive at means to resolve problems.

## VII. RELATIONSHIPS

The Government of Jamaica, as a signatory to this agreement, endorses the concept of this activity, including the approach of services being provided by the PIU to the activity schools. The Government will provide duty free privileges for activity commodities and the contractor and its expatriate personnel working under the activity. The government will also provide visas and work permits for expatriate personnel as may be required.

The Activity and Technical Services Division of the MOEY&C shall be the activity's contact point for government's policies and coordination. As an authorized representative and chairman of the Joint Coordinating Committee, the head of the Project and Technical Services Division will be the main spokesperson for the government. The Director of Projects for this Division will be the ministry's counterpart to the Director of the PIU. He/She will arrange for duty free privileges, permits and visas as may be required.

USAID/Jamaica will maintain close relationships with the Government, especially with the PTSD and the PSC. A USAID Project Manager will oversee the implementation of the activity. He/she will serve as the key USAID liaison with the MOEY&C, will provide general and technical direction to the PIU Project Director, the Evaluation and Research Specialist and the institutional contractor. He/she will assure that activities are implemented in a timely manner and that activity results are achieved in accordance with USAID regulations.

The Institutional Contractor will work directly for USAID/Jamaica, but will take general guidance and direction from the Project and Technical Services Division of the MOEY&C and the Project Steering Committee. Its quarterly report will be sent to USAID/Jamaica, the PTSD and the Project Steering Committee.

The Project Director will provide general and technical directives to the PIU, be responsible for the smooth implementation of the activity, be the secretary for the Project Steering Committee, and serve as the key counterpart for the USAID/Jamaica Project Officer. The two Senior Technical Specialists will report directly to the Project Director for general and technical direction but will be responsible for the day to day implementation of activity

activities, especially designing, adjusting, administering, and monitoring the literacy and mathematics programs for the target schools. The two technical specialists seconded from the MOEY&C will take directions from the Project Director but will work directly with, and assist the Senior Technical Officers to implement the program.

### **VIII. FINANCIAL PLAN**

The estimated cost of the Activity over a seven-year period is US\$13,600,000. Of this amount, the Jamaican dollar equivalent of US\$3,400,000 will be contributed by the Grantee and the project schools and a planned US\$10,200,000 will be provided by the grant from USAID. The initial amount of US\$291,000 is obligated in Section 3.1 of the Project Agreement. USAID plans to provide an additional US\$9,909,000 in future years subject to the availability of funds and the mutual agreement of the parties.

Over the life of the Activity, USAID will finance long and short term technical assistance, local and overseas training/study tours, commodities, operational support costs, instructional materials, audits and evaluations. The Jamaican Government's contribution of US\$3,400,000 will include support costs both in cash and in kind estimated as follows:

US\$1,410,000 for the provision of Office space and furniture for the PIU, payment of salaries of MOEY&C personnel in the PIU and other in kind contributions.

US\$550,000 for participant training to cover airfares and salaries of teachers and MOEY&C personnel and other costs during training.

US\$552,000 for commodities, supplies and maintenance for equipment bought by the grant.

US\$864,829 representing about 19 percent of the grant for Teacher Training, Governance and Parenting, Health and Nutrition and Evaluation.

The following table (Attachment I) represents an illustrative budget for the Activity showing obligations of funds by elements of the activity. 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. Payment for activities undertaken directly by the National Council on Education and Divisions of the MOEY&C will be made by reimbursement.

### **IX. MONITORING AND EVALUATION**

Activity monitoring will be conducted by an independent contractor on an on-going basis through the Process Evaluation and Research component. In addition to that process, standard USAID evaluations will be conducted as deemed necessary to assess activity impact and make any adjustments to the program.