

**Implementation Status & Results**  
**Jamaica**  
**JM Education Transformation Capacity Building (P107407)**

|                                                                         |                                     |                                              |                  |                           |
|-------------------------------------------------------------------------|-------------------------------------|----------------------------------------------|------------------|---------------------------|
| Operation Name: JM Education Transformation Capacity Building (P107407) | Project Stage: Implementation       | Seq.No: 5                                    | Status: ARCHIVED | Archive Date: 22-Aug-2011 |
| Country: Jamaica                                                        | Approval FY: 2010                   |                                              |                  |                           |
| Product Line: IBRD/IDA                                                  | Region: LATIN AMERICA AND CARIBBEAN | Lending Instrument: Specific Investment Loan |                  |                           |
| Implementing Agency(ies): Ministry of Education                         |                                     |                                              |                  |                           |

**Key Dates**

|                     |             |                       |             |                              |                        |             |
|---------------------|-------------|-----------------------|-------------|------------------------------|------------------------|-------------|
| Board Approval Date | 24-Nov-2009 | Original Closing Date | 31-Mar-2014 | Planned Mid Term Review Date | Last Archived ISR Date | 22-Aug-2011 |
| Effectiveness Date  | 26-May-2010 | Revised Closing Date  | 31-Mar-2014 | Actual Mid Term Review Date  |                        |             |

**Project Development Objectives**

Project Development Objective (from Project Appraisal Document)

**The objective of the Project is to build the capacity of the key agencies established to support the national Education System Transformation Programme (ESTP).**

Has the Project Development Objective been changed since Board Approval of the Project?

Yes     No

**Component(s)**

| Component Name                                                    | Component Cost |
|-------------------------------------------------------------------|----------------|
| Enhanced performance and accountability                           | 12.50          |
| Mechanisms to mobilize resources to the NET                       | 1.50           |
| Communications, project management, and monitoring and evaluation | 2.00           |

**Overall Ratings**

|                                      | Previous Rating | Current Rating |
|--------------------------------------|-----------------|----------------|
| Progress towards achievement of PDO  | Satisfactory    | Satisfactory   |
| Overall Implementation Progress (IP) | Satisfactory    | Satisfactory   |
| Overall Risk Rating                  |                 |                |

**Implementation Status Overview**

The National Education System Transformation Programme (ESTP) continues to move steadily forward, as evidenced by progress made by each of the entities co-financed by this loan. All the agencies have been established and there is good progress towards operationalizing the key institutions being established to support the Education Transformation Program. Planned consultations with staff have all taken place, a capacity building plan is in place and capacity building activities for all the agencies are already being implemented. All the Disbursement Linked Targets (DLTs) for November 2011 were achieved, and there is good progress in implementation of the DLTs for November 2012.

**Locations**

No Location data has been entered

**Results**

**Project Development Objective Indicators**

| Indicator Name                                                                                                                | Core                     | Unit of Measure |          | Baseline                                                | Current                      | End Target                     |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------|----------|---------------------------------------------------------|------------------------------|--------------------------------|
| Resources directly allocated to new agencies                                                                                  | <input type="checkbox"/> | Text            | Value    | N/A                                                     | None                         | Allocation reflected in budget |
|                                                                                                                               |                          |                 | Date     | 24-Feb-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments |                                                         |                              |                                |
| Legal identity conferred on new agencies                                                                                      | <input type="checkbox"/> | Text            | Value    | Agencies initially established as "projects" in the MOE |                              | Yes                            |
|                                                                                                                               |                          |                 | Date     | 24-Feb-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments |                                                         |                              |                                |
| School Improvement Act approved                                                                                               | <input type="checkbox"/> | Yes/No          | Value    | No                                                      | Yes                          | Yes                            |
|                                                                                                                               |                          |                 | Date     | 24-Feb-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments | Bill drafted                                            |                              |                                |
| Of schools inspected, percentage that have School Improvement Plans reflecting recommendations made in NEI school inspections | <input type="checkbox"/> | Percentage      | Value    | 0.00                                                    | 0.00                         | 75.00                          |
|                                                                                                                               |                          |                 | Date     | 24-Nov-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments |                                                         |                              | 410 schools                    |
| Percentage of teachers meeting professional standards for licensing                                                           | <input type="checkbox"/> | Percentage      | Value    | 0.00                                                    | 0.00                         | 50.00                          |
|                                                                                                                               |                          |                 | Date     | 24-Nov-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments |                                                         |                              | At least 50%                   |
| Percentage of schools implementing School Improvement Plans                                                                   | <input type="checkbox"/> | Percentage      | Value    | 10.00                                                   | 25.00                        | 60.00                          |
|                                                                                                                               |                          |                 | Date     | 24-Nov-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments |                                                         |                              |                                |
| National Education Trust (NET) receiving financial and other resources from non-traditional sources                           | <input type="checkbox"/> | Yes/No          | Value    | No                                                      | No                           | Yes                            |
|                                                                                                                               |                          |                 | Date     | 24-Nov-2009                                             | 30-Jan-2012                  | 31-Mar-2014                    |
|                                                                                                                               |                          |                 | Comments |                                                         | The NET has been established |                                |

**Intermediate Results Indicators**

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| Indicator Name                                                                           | Core                     | Unit of Measure |          | Baseline    | Current                                                                                                                                                          | End Target                                                                 |
|------------------------------------------------------------------------------------------|--------------------------|-----------------|----------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| NET international marketing campaign launched                                            | <input type="checkbox"/> | Yes/No          | Value    | No          | Yes                                                                                                                                                              | Yes                                                                        |
|                                                                                          |                          |                 | Date     | 24-Nov-2009 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             | Procurement process for an international marketing firm is expected to be completed by March 2012.                                                               |                                                                            |
| Number of stakeholder meetings carried out on the ESTP under the communications campaign | <input type="checkbox"/> | Number          | Value    | 0.00        | 53.00                                                                                                                                                            | 10.00                                                                      |
|                                                                                          |                          |                 | Date     | 24-Nov-2009 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             | The Ministry of Education continues to hold stakeholder meetings (internal and external) to inform them about the program and address emerging areas of concern. | Each year. Includes internal sensitization and external meetings.          |
| Number of process evaluations carried out                                                | <input type="checkbox"/> | Number          | Value    | 0.00        | 2.00                                                                                                                                                             | 5.00                                                                       |
|                                                                                          |                          |                 | Date     | 24-Nov-2009 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             | The second process evaluation was undertaken in January 2012.                                                                                                    | Total number done over four years (3 process and 2 summative evaluations). |
| Number of additional qualified primary school teachers                                   | <input type="checkbox"/> | Number          | Value    | 0.00        | 30.00                                                                                                                                                            | 50.00                                                                      |
|                                                                                          |                          |                 | Date     |             | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             |                                                                                                                                                                  |                                                                            |
| Number of CMP and DSS staff trained in new functions                                     | <input type="checkbox"/> | Number          | Value    | 0.00        | 45.00                                                                                                                                                            | 80.00                                                                      |
|                                                                                          |                          |                 | Date     | 30-Nov-2011 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             |                                                                                                                                                                  |                                                                            |
| Percentage of teachers licensed                                                          | <input type="checkbox"/> | Percentage      | Value    | 0.00        | 0.00                                                                                                                                                             | 50.00                                                                      |
|                                                                                          |                          |                 | Date     | 24-Nov-2009 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             |                                                                                                                                                                  |                                                                            |
| Number of staff consultations and sensitization meetings carried out                     | <input type="checkbox"/> | Number          | Value    | 0.00        | 5.00                                                                                                                                                             | 5.00                                                                       |
|                                                                                          |                          |                 | Date     | 24-Nov-2009 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             |                                                                                                                                                                  |                                                                            |
| Number of summative evaluations carried out                                              | <input type="checkbox"/> | Number          | Value    | 0.00        | 0.00                                                                                                                                                             | 1.00                                                                       |
|                                                                                          |                          |                 | Date     | 24-Nov-2009 | 30-Jan-2012                                                                                                                                                      | 31-Mar-2014                                                                |
|                                                                                          |                          |                 | Comments |             |                                                                                                                                                                  |                                                                            |

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|-------------------------------------------------------------------------------------------|-------------------------------------|------------|----------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| Number of additional qualified primary teachers resulting from project interventions.     | <input checked="" type="checkbox"/> | Number     | Value    | 0.00                  | 30.00                                                                                                                                                                      | 50.00                                  |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       |                                                                                                                                                                            |                                        |
| Number of inspectors trained                                                              | <input type="checkbox"/>            | Number     | Value    | 0.00                  | 150.00                                                                                                                                                                     | 350.00                                 |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       |                                                                                                                                                                            |                                        |
| Percentage of schools inspected and inspection reports published                          | <input type="checkbox"/>            | Percentage | Value    | 0.00                  | 25.00                                                                                                                                                                      | 95.00                                  |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       | 165 inspections<br>30 reports published                                                                                                                                    |                                        |
| Percentage of teachers registered                                                         | <input type="checkbox"/>            | Percentage | Value    | 0.00                  | 95.00                                                                                                                                                                      | 95.00                                  |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       | 26,000 teachers registered via the new web based portal under the "User Acceptance Testing" of the new system.                                                             |                                        |
| Professional development mechanism in operation (Quality Education Circles)               | <input type="checkbox"/>            | Number     | Value    | 0.00                  | 63.00                                                                                                                                                                      | 60.00                                  |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       | 63 QECs have been established and are functioning at different levels across the country.                                                                                  |                                        |
| Number of education leaders trained under the National College for Educational Leadership | <input type="checkbox"/>            | Number     | Value    | 0.00                  | 0.00                                                                                                                                                                       | 15.00                                  |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       | The new Director/Principal was hired. The curriculum for the trainers of trainers program, and an outline for ten courses, class structure and length have been developed. |                                        |
| Number of school board members trained                                                    | <input type="checkbox"/>            | Number     | Value    | 0.00                  | 50.00                                                                                                                                                                      | 400.00                                 |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jan-2012                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       |                                                                                                                                                                            |                                        |
| School Improvement Officers receiving specialist training in specified regions            | <input type="checkbox"/>            | Text       | Value    | No training commenced | Trainign taking place in Regions 1 & 2                                                                                                                                     | Training taking place in Regions 1 - 7 |
|                                                                                           |                                     |            | Date     | 24-Nov-2009           | 30-Jun-2011                                                                                                                                                                | 31-Mar-2014                            |
|                                                                                           |                                     |            | Comments |                       |                                                                                                                                                                            |                                        |

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|-------------------------------------------|--------------------------|--------|----------|-------------|---------------------------------------------------------------|-------------|
| NET's key staff trained in relevant areas | <input type="checkbox"/> | Number | Value    | 0.00        | 3.00                                                          | 5.00        |
|                                           |                          |        | Date     | 24-Nov-2009 | 30-Jan-2012                                                   | 31-Mar-2014 |
|                                           |                          |        | Comments |             | Three staff of the NET were trained on resource mobilization. |             |

**Data on Financial Performance (as of 28-Dec-2011)**

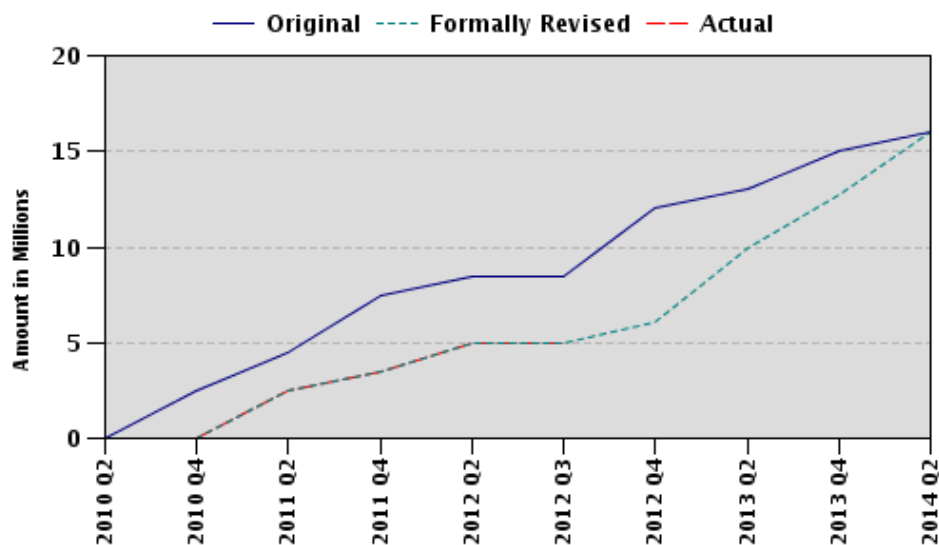
**Financial Agreement(s) Key Dates**

| Project | Loan No.   | Status    | Approval Date | Signing Date | Effectiveness Date | Closing Date |
|---------|------------|-----------|---------------|--------------|--------------------|--------------|
| P107407 | IBRD-78150 | Effective | 24-Nov-2009   | 04-Mar-2010  | 26-May-2010        | 31-Mar-2014  |

**Disbursements (in Millions)**

| Project | Loan No.   | Status    | Currency | Original | Revised | Cancelled | Disbursed | Undisbursed | % Disbursed |
|---------|------------|-----------|----------|----------|---------|-----------|-----------|-------------|-------------|
| P107407 | IBRD-78150 | Effective | USD      | 16.00    | 16.00   | 0.00      | 4.97      | 11.03       | 31.00       |

**Disbursement Graph**



**Key Decisions Regarding Implementation**

Project restructuring was approved by the Bank Board on February 15, 2012. The Restructuring Paper has been publicly disclosed and posted in the World Bank's website.

The restructuring involved changes to the PDO, Project description, Results Framework and Disbursement Linked Targets to bring them in line with a restructured Ministry of

Education. Changes include support to the establishment of a Central Policy Ministry to develop policy and govern the operations of the independent agencies being set up to help ensure more effective and efficient service delivery. In addition Regional Education Authorities are being transformed into a Department of School Services to bring about greater accountability and improve quality.

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### **Restructuring History**

Level one Approved on 16-Feb-2012

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### **Related Projects**

There are no related projects.