



USAID
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OFFICE OF EDUCATION



Ghana NALAP

G2G Implementation Letter

Version: February 2014



G2G Education Toolkit

Education G2G Implementation Letter: Ghana NALAP

This Implementation Letter is an early example of a cost reimbursement agreement for implementation of the National Literacy Acceleration Project (NALAP) in Ghana. Written and executed in 2009 before USAID Forward guidance and the Education Strategy Goal I were instituted, USAID Ghana expertise has since grown in the use of G2G assistance modalities in education. This early experience serves as an excellent foundation for USAID Ghana's current focus on improving national reading outcomes in partnership with the Ministry of Education and Ghana Education Service through extensive use of G2G assistance.

Education Office
Economic Growth, Education and Environment

February, 2013

FOREWORD

Government-to-government Education Toolkit

In line with the compelling policy guidance of USAID Forward, Agency Education Officers are currently exploring and developing new government-to-government (G2G) modalities in education projects. An immediate need exists for tools and training materials that will assist Education Teams as they design, implement, and monitor G2G activities to achieve USAID Strategy Goals in Education.

Under the leadership of the Bureau for Economic Growth, Education and Environment's (E3) Education Office, the **G2G Education Toolkit** has been developed to provide this support. The Toolkit includes a literature review; an analysis of lessons learned and best practice; an analytic framework and roadmap; operational tools; and case studies. Additionally, sample G2G operational documents from Missions currently undertaking government-to-government activities are available to guide field staff.



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SOIL No. 641-0008-18

February 04, 2009

Hon. Alex Tettey-Enyo
Minister of Education
Ministry of Education P.O.
Box M45
Accra, Ghana

**Subject: Improved Quality of and Access to Basic
Education, Strategic Objective Grant
Agreement (641-0008) Implementation Letter
No.18**

Dear Hon. Tettey-Enyo:

The purpose of this Strategic Objective Implementation Letter (SOIL) is to provide a total of \$7 million U.S. Dollars (\$7,000,000), payable in its Ghana Cedi equivalent, to support the implementation of twelve months of activities under the National Literacy Acceleration Program (NALAP) in the 170 Directorates of Education (ODE) in Ghana.

This SOIL will be issued in furtherance of the objectives of the Strategic Objective Grant Agreement (SOAG) "Improved Quality of and Access to Basic Education dated September 15, 2003.

Nothing in this SOIL and its attachments should be construed as modifying or altering the SOAG or any of its provisions herein referred to or explained.

Program Objective: The specific objective of this SOIL is to support the Ghana Education Service (GES) to use its existing implementation, management and accounting structures to train kindergarten through grade 3 teachers in literacy instructional strategies for the effective implementation of the NALAP initiative.

Allowable Use of Funds: The funds provided under this SOIL can be used for the following purposes:

1. For the payment of meals and {or} lodging costs of teachers at training sites;
2. For the reimbursement of travel and transportation costs of teachers to and from training sites;
3. For the payment of conference venue and facilities for the training of teachers under the activity;
4. For the reimbursement for the supply of stationery materials for use in the training of teachers supported under the activity;
5. For the payment of per diem costs to members of the District Training Resource Team to support the delivery of training to teachers supported under the activity;
6. For the reimbursement of training workshop organization expenses, the cost of monitoring of training activities and the cost of travel by DOE personnel for school-based monitoring of the instructional delivery of teachers supported under the activity.

The payment of training costs and per diem allowances shall be made within the established GES rates for similar services and activities performed by GES officials. It is not anticipated that non-GES personnel will be involved in the implementation of activities supported under this SOIL. The payment of fees and allowances to consultants and other facilitators are not allowable under this SOIL. Allowances and or other honorarium intended to either directly or indirectly supplement salary payments to GES or other Government of Ghana (GoG) officials are not allowable under this SOIL.

Responsible Party: The primary management and administrative entity governing all activities under this SOIL is the GES. The National Literacy Task Force {NLTF}, under the chairmanship of the Director, Curriculum, Research and Development Division (CRDD) at the GES Headquarters shall provide technical oversight for the planning and implementation of all workshop and school monitoring activities supported under the SOIL. The office of the Financial Controller at GES shall provide services towards the budgeting, disbursement and auditing of funds provided under this SOIL. The monitoring of the results of teacher training and learning achievement outcomes will be the responsibility of the Assessment Support Unit (ASU) of GES.

The Point of Contact at USAID/Ghana will be Robert Davidson, Education Officer.

Amount of Dollar Funds: USAID/Ghana agrees to provide funding not to exceed a total of \$7,000,000 for activities supported under this SOIL, which will be paid in local currency.

Period of Performance: The period of performance on this SOIL is March 02, 2009 to February 8, 2010. The final expenditure returns for this activity must be submitted to USAID/Ghana no later than June 30, 2010.

Method of Payment: GES shall establish a separate interest bearing bank account for purposes of disbursement, reconciliation and auditing of funds provided under this SOIL.

The GES shall be provided a monthly advance of funds which shall be liquidated (supported by relevant receipts) in successive months in the following manner:

- Month 1: GES shall prepare and submit to USAID a monthly cash flow projection of requirements for the first quarter of the activity. USAID will process an advance for the first 30 days and schedule subsequent advances for the second 30 days and the last 30 days of the three months period.
- Month 2: GES prepares and submits a financial report of the cash received for month one and revised cash flow projection requirement for three months. GES is using the cash for Month 2. Cash advance for Month 4 is scheduled based on USAID's evaluation of the revised cash flow projections for about day 20 of Month 3.
- Month 3: GES prepares and submits a financial report for the cash received for Month 2 and revised cash flow projection requirement for three months. GES is using the cash for Month 3. Cash advance for Month 5 is scheduled based on USAID's evaluation of the revised cash flow projections for about day 20 of Month 4.
- Month 4: GES prepares and submits a financial report (supported by all relevant receipts) for the cash received for the first three months of the activity and revised cash flow projection requirement for three months. GES is using the cash for Month 4. Cash advance for Month 6 is scheduled based on USAID's evaluation of the revised cash flow projections for about day 20 of Month 5.

- **Subsequent Months:** The process outlined above for month one through month four of the activity will be repeated until the 'next-to-last month of the performance period.
- **Next-to-Last Month:** GES prepares and submits a financial report for the cash received for the previous month of activity and revised cash flow projection requirement for two months of the activity. GES is using the cash for current month. If possible the last month's cash advance is adjusted based on the latest cash flow information.
- **Last Month:** GES prepares and submits a financial report for the previous month's activity. They are using the last cash advance.
- **Month after Activity:** Final financial reports (supported by all relevant receipts) are prepared. Cash is advanced, if needed, to pay for any final bills, assuming the amount is within the amount financed by USAID. If there is a cash balance, the unused balance is returned to USAID and deposited with the Embassy Class B Cashier. A receipt is provided to GES for any refunds.

The accounting of all expenditures under this SOIL must be maintained separately from expenditures of other activities of the GES. There will be no co-mingling of funds or receipts.

Any questions concerning these procedures should be addressed to Robert Davidson, Education Officer, USAID/Ghana

Scope of Work: Funds made available under this SOIL will finance the implementation of the training and monitoring of instructional delivery of NALAP literacy strategies in kindergarten to grade three of all public primary schools in the 170 District Directorates of Education (ODE) of the GES. Training participants shall, in addition to kindergarten one to grade three teachers, include all head teachers and Circuit Supervisors in respective DOEs. It is anticipated that 80,000 participants will be trained under this SOIL.

It is expected that through the duration of this activity, the GES will:

- Develop a master schedule for the implementation of NALAP training in the 170 DOEs;
- Identify any impediments to implementing this schedule in a timely manner and discuss these with USAID;

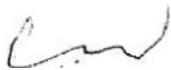
- Using the master schedule GES submits to USAID the expected costs for each district and the expected cash flow required over the performance period;
- Determine any challenges the district accounting offices may have to implement activities under the SOIL and put in place mechanisms to address the challenges prior to the implementation of NALAP activities in respective districts;
- Ensure that DOEs work collaboratively with the National Literacy Task Force in the planning, implementation and monitoring of all training under the SOIL;
- Ensure that ODEs properly implement the training and that results are achieved and monitored by the Assessment Support Unit;
- Ensure the integrity of the accounting systems and funds disbursement in all of the DOEs by the GES Office of Financial Controller;
- Provide quarterly financial reports and cash flow projections supported by receipts and other documentation as necessary in accordance with established procedures thereof for which funds have been provided under the SOIL is subject to inspection by USAID/Ghana.

Please indicate your concurrence with the contents of this SOIL by countersigning the two original versions, and return one of these originals to USAID/Ghana.

Sincerely,

Mission Director USAID/Ghana

Concurrence:



Hon.; Alex Tettey-Enyo
Minister of Education

Date: /1 - t. - t'j

cc: The Minister of Finance, MOFEP The
Minister of Education, MOE The
Chief Director, MOFEP Director-
General, GES
The Director, CRDD, GES
The Financial Controller, GES U.S.
Desk Officer, MOFEP
The Program Manager, NLTF, GES