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# AUDIT OF USAID/IRAQ'S BASIC EDUCATION ACTIVITIES

AUDIT REPORT NO. E-267-06-001-P  
December 20, 2005

BAGHDAD, IRAQ



**USAID**  
FROM THE AMERICAN PEOPLE

*Office of Inspector General*

December 20, 2005

**MEMORANDUM**

**TO:** USAID/Iraq Mission Director, Dawn M. Liberi

**FROM:** Regional Inspector General, Baghdad, Nancy J. Lawton /s/

**SUBJECT:** Audit of USAID/Iraq's Basic Education Activities  
(Report No. E-267-06-001-P)

This memorandum transmits our final report on the subject audit. In finalizing the report, we considered your comments on the draft and have included them, without attachments, as Appendix II.

The report contains one recommendation to develop a plan for obtaining necessary computer equipment or discontinuing the management information system program. Based upon your comments and the documentation provided including an implementation plan to obtain necessary equipment, a management decision has been reached and final action has been taken.

I want to express my sincere appreciation for the cooperation and courtesies extended to my staff during this audit.

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# SUMMARY OF RESULTS

The Regional Inspector General in Baghdad, Iraq conducted this audit to determine if USAID/Iraq's basic education activities have progressed toward their intended outputs. Of the 82 intended outputs included in the June 2005 USAID-approved implementation plan, work had commenced—and progress was being made—on 33 outputs; work was planned—but had not yet started—on 22 outputs; and a revision of the implementation plan was approved by USAID/Iraq, which deleted the remaining 27 outputs. The Mission expected that work on the 33 outputs in progress and the 22 outputs yet to be started would be completed by June 2006. (See page 3.)

The initial planned funding for the contract between Creative Associates International, Inc. (Creative), the primary implementing partner, and the Mission totaled \$191.4 million and provided for 82 outputs. But as of September 2005, only \$51.8 million had been obligated. Mission management stated that it was unlikely that the entire contract with option years would be funded. For this reason, Creative submitted, and USAID approved, a revised implementation plan that included deleting 27 of the 82 outputs in order to more accurately reflect what could be achieved given the revised funding levels.<sup>1</sup> (See page 3.)

One issue noted was that the Ministry of Education did not have appropriate computer equipment to operate an education management information system being developed by Creative. To address the issue, we are recommending that the Mission develop a plan to ensure appropriate computer equipment is available or discontinue the funding of the program. (See page 5.) The Mission accepted the recommendation and took appropriate corrective actions, which include the development of an implementation plan to ensure the necessary computer equipment was obtained. Based on the actions taken by the Mission, we consider that a management decision has been reached and final action has been taken. (See page 10.)

Management comments are included in their entirety in Appendix II. (See page 13.)

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<sup>1</sup> This revised plan was dated September 15, 2005.

# BACKGROUND

The Iraqi educational system used to be among the best in the region; educational reforms during the 1970s and 1980s brought about high literacy rates, which was evident in the adult population. However, over the past two decades, wars, sanctions, and harsh economic conditions took a toll on the educational system causing it to deteriorate significantly. In 2004, the youth (aged 15-24) literacy rate was 74 percent, which was slightly higher than the literacy rate for the population at large. However, it was lower than literacy rates for the age group 25-34, indicating that the younger generation lagged behind its predecessors on educational performance. The literacy rate for women in Iraq had stagnated and, in some governorates,<sup>2</sup> the level of female illiteracy was very high. The gender gap in literacy was diminishing, but this was due to a drop in the literacy levels of men rather than gains among women.<sup>3</sup>

In support of the Iraqi Interim Government, in 2003 USAID/Iraq and its partners began revitalizing public education in Iraq by addressing urgent needs while laying the foundation for sustainable, decentralized quality schooling at the primary and secondary levels. USAID/Iraq's prior education program, Revitalization of Iraqi Schools and Stabilization of Education (RISE), conducted in the immediate postwar period focused on revitalizing public education in Iraq by addressing the urgent needs of schools at the primary and secondary levels. RISE was an emergency program that emphasized getting children to return to school.

The Mission's current "Support to Iraqi Basic Education" program, which followed the RISE program, works closely with the Ministry of Education and local Directors General of Education throughout Iraq. The Basic Education program seeks to build the capacity and increase the quality of the country's educational system. USAID/Iraq partnered with Creative Associates International, Inc. to implement the program during the time period of July 1, 2004 to June 30, 2006; this audit covered funding of \$51.8 million.

## AUDIT OBJECTIVE

As part of its fiscal year 2005 annual audit plan, the Regional Inspector General in Baghdad conducted this audit to answer the following objective:

- Have USAID/Iraq's basic education activities progressed toward their intended outputs?

Appendix I contains a discussion of the audit's scope and methodology.

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<sup>2</sup> Iraq is divided into 18 governorates. Each governorate has one directorate, except for the Baghdad governorate, which is divided into four directorates, for a total of 21 directorates in Iraq. Each directorate has a Director General of Education, who works under the Minister of Education.

<sup>3</sup> United Nation's *Iraq Living Conditions Survey 2004: Volume II Analytical Report*, pg. 91.

# AUDIT FINDINGS

USAID/Iraq's basic education activities had progressed toward 33 of the 82 intended outputs in the "Support to Iraqi Basic Education" program.

Of the 82 intended outputs included in the June 2005 USAID-approved implementation plan, work had commenced—and progress was being made—on 33 outputs; work was planned—but had not yet started—on 22 outputs; and a revision of the implementation plan was approved by USAID/Iraq, which deleted the remaining 27 outputs.<sup>4</sup> The Mission expected that work on the 33 outputs in progress and the 22 outputs yet to be started would be completed by June 2006. A complete listing of the tasks, intended outputs, and status can be found in Appendix III.<sup>5</sup>

The original contract that Creative Associates International, Inc., USAID/Iraq's implementing partner, signed with the Mission totaled \$191.4 million and included a base period and options as follows:

	<u>Funding (millions)</u>
Base Period	\$56.5
Base Period Option	52.2
Option Year One	24.3
Option Year Two	28.9
Option Year Three	<u>29.5</u>
Total	<u><u>\$191.4</u></u>

As of July 31, 2005, of the original \$56.5 million, only \$51.8 million had been obligated (a shortfall of \$4.7 million) and only \$15.5 had been disbursed. USAID/Iraq was not certain if the remaining \$139.6 million would eventually be obligated.<sup>6</sup> In addition, security costs originally estimated at \$4 million doubled to approximately \$8 million. Hence, Creative revised the implementation plan to more accurately reflect what activities and intended outputs could be met given the funding.

Creative had rescheduled the implementation of activities focusing on many intended outputs. Some implementation delays occurred due to factors beyond the control of

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<sup>4</sup> These 27 outputs were deleted in a September 15, 2005 USAID-approved revision to the implementation plan. According to the Mission, these outputs were deleted due to a lack of funding which arose because 1) costs were higher than expected (e.g. security costs almost doubled and other costs were higher as well) and 2) the Iraq Reconstruction Management Office (IRMO), which coordinates the U.S. reconstruction program in Iraq, reprogrammed much of the funds originally planned for USAID/Iraq's basic education activity.

<sup>5</sup> Appendix III was auditor-generated based on review of the implementation plans and supporting documentation.

<sup>6</sup> As indicated in footnote 4 above, the IRMO reprogrammed much of the funds originally planned for this activity. Mission officials were not certain whether funds would be made available in the future for this activity.

Creative or the Mission. Security was a major concern in Iraq and prevented some activities from taking place in the timeframe originally anticipated. The security situation of the country had also created staffing problems for Creative as it had not been able to fill key positions. In addition to delays due to security concerns, there were delays caused by the Ministry of Education (MOE), which was sometimes slow to provide approval or needed information within the timeframe.

In support of the Iraqi Government, USAID/Iraq and its partner, Creative, were working together in the “Support to Iraqi Basic Education” program. Creative’s activities sought to improve the quality of education, as well as increase access to education, by focusing on the following areas:

- Ministry of Education capacity building,
- Model school program,
- Engage children in learning from an early age,
- Training of secondary school teachers,
- Distribution of school materials and supplies (including student supply kits and model school equipment procurement), and
- Refurbishment of schools through a small grants program.

Each area with intended outputs is summarized in the table below.

**Status of Intended Outputs by Area**

Area	No. of Intended Outputs	No. Showing Progress	Planned Before June 2006	Deleted Per Revised Plan
Capacity Building	22	4	7	11
Model Schools	9	3	3	3
Early Learning	5	3	1	1
Training	26	6	10	10
Procurement	13	11	0	2
Refurbishment	7	6	1	0
<b>TOTAL</b>	<b>82</b>	<b>33</b>	<b>22</b>	<b>27</b>

**Ministry of Education Capacity Building** – Progress had been made toward 4 of the 22 intended outputs in this area. Creative deleted 11 intended outputs under the revised implementation plan, while the remaining 7 intended outputs were to be achieved before the end of the contract date. The intended outputs in progress are set forth in the succeeding paragraphs.

One task performed was the training of finance managers; 58 out of the targeted 78 MOE finance managers were trained in Amman, Jordan on topics ranging from “what is a team?” to international best practices in government budgeting. During a meeting with a MOE official in south central Iraq, a training participant was brought into the meeting to discuss the training and his perceptions. He stated that the training was quite useful and he would be able to apply what he learned to his work. Specifically, he stated that the concept of the budget being a public document open for everyone to see, as well as the idea of collectively working in groups to solve problems, would be applicable.

One issue that the Mission and Creative encountered while trying to build capacity in the MOE was the personnel changes among ministry officials. The appointed positions were subject to change at the discretion of the elected officials. In August 2005, the Ministry of Education replaced 11 Directors General with new personnel. As a result, the relationships that had been built with the former staff would have to be rebuilt with new staff.

Creative had provided four long-term international specialists to the MOE, but three of these specialists departed between May and July 2005. At the time of the audit, Creative was still providing one long-term international specialist to the MOE and was working to fill the vacancies.

Creative subcontracted with a company in Amman, Jordan to develop an education management information system. The work began in January 2005, but the system was not yet complete at the time of the audit. Creative management stated that delays in getting information from the MOE with regards to the data fields to be included in the system had hindered the completion of the project. Originally the project was scheduled to be completed over a period of 41 weeks. In the revised implementation plan, the new timeframe for completion of the project was June 2006.

In addition to developing an education management information system, another intended output was the training of an Iraqi technical team. Four of the eight MOE members who were to form the Iraqi technical team for the information system received training in January 2005; the remaining four members were approved in August to complete the Iraqi technical team.

## **Computer Equipment to Operate Information System Needs to Be Available**

The hardware required to operate the education management information system, being developed by Creative as discussed in the preceding paragraphs, was not in place. Mission management stated that originally the United Nations Educational, Scientific and Cultural Organization (UNESCO) was to provide the computer equipment necessary to operate the education management information system. UNESCO had provided servers in Baghdad, but they were not yet installed even though UNESCO had provided the funding to the MOE for the installation. Mission management stated that a meeting would be held with all partners involved to discuss the computer hardware situation and possible resolutions to the problem.

If the computer equipment requirements are not met, the information system will not be operational; therefore USAID planned funding of \$1.3 million on the project would be wasted. In order to address the issue, we are making the following recommendation:

***Recommendation No. 1: We recommend that USAID/Iraq develop a plan to ensure the computer equipment required is in place to operate the education management information system or discontinue USAID funding of the project.***



**Creation of Model Schools** – The activity of creating model schools was progressing toward meeting three out of nine intended outputs. Three of the intended outputs were deleted in the revised implementation plan, and Creative had planned activities for three intended outputs to take place before June 2006. A discussion of each intended output in progress follows.

Model schools were to provide for community participation, training in modern pedagogical (principles of teaching) methods for teachers, new teaching materials, and specialized laboratory equipment. Creative reported the development of a plan to include the methodology for the selection of model schools, the strategy for training teachers, and the determination of the equipment needs. Of the 84 model schools to be selected (two primary schools and two secondary schools in each of the 21 directorates), 72 had been selected by the Model School Committee and approved by the MOE. The procurement process for the model schools (laboratory equipment, computers, books, and desks) began in June 2005 and was expected to be completed in January 2006.



**Photo, taken August 24, 2005, of a computer literacy training class at a regional teachers training center in south central Iraq.**

**Engage Children in Learning from an Early Age** – This activity was a collaborative effort between the MOE, Creative, and a Jordanian subcontractor. Three of the five intended outputs were in progress; the fourth output was deleted under the revised implementation plan; and the activity regarding the fifth output was planned by Creative to take place in November 2005. The following paragraph addresses the intended outputs in progress.

A production team was established to develop a preschool television production of 13 modules on various topics, including the alphabet, counting, animals, and colors and shapes. Three modules had been completed, with other modules in various stages of the production process. The targeted completion date was December 2005. Six Iraqis received training in the production of the television modules.

**Training of Secondary School Teachers** – This activity was designed to improve the quality of education by providing in-service training to almost 50,000 teachers and administrators, with the targeted breakout as follows:

- 42,000 secondary school teachers,
- 1,100 master trainers,
- 3,000 administrators,
- 2,400 teachers in 84 model schools, and
- 84 model school administrators.

Training subjects included English, science, math, and computers as well as general pedagogy. Progress had been made toward 6 of the 26 intended outputs. Of the remaining 20 intended outputs, 10 were deleted from the revised implementation plan, and 10 had planned future activities. Each intended output in progress is briefly set forth in the succeeding paragraphs.



**Photo, taken on August 24, 2005, of a renovated lecture hall in one of the regional teachers training centers.**

Master trainers received training in Amman, Jordan for both English (68 people trained out of a target of 69 people) and computer literacy (54 people trained exceeded the target of 46). The master trainers of English had begun training teachers at the regional teacher training centers. During a site visit in August to the teacher training center in

south central Iraq, both English and computer training classes were in session.<sup>7</sup> We also viewed rehabilitated classrooms during the site visit to the center. Creative reported that it had completed the renovation of six teacher training centers.

Based on a feasibility study, Creative reported working toward strengthening capacity at the Institute of Training and Educational Development<sup>8</sup> by providing internet connectivity and related material support. In addition, an evaluation instrument was developed to measure the impact of training.

**Procurement and Distribution of School Materials and Supplies** – Activities were taking place to accomplish 11 of the 13 intended outputs. The two remaining intended outputs were deleted in the revised implementation plan. The paragraphs below outline the status of the intended outputs in progress.

Creative reported that a procurement committee was formed, tenders were awarded, and supplies were tracked with regards to school kits containing supplies for 10<sup>th</sup> to 12<sup>th</sup> grade students.<sup>9</sup> Creative also reported that 504,458 of the expected 525,000 kits were distributed to 2,244 schools; USAID/Iraq suggested that the remaining kits be distributed to model schools when renovations are complete. The USAID/Iraq representative in south central Iraq met with the headmasters of two schools to verify that they received school kits and that the school kits were distributed to students. In both instances, the headmasters verified that the kits were received and distributed. One headmaster stated that excess kits were returned to the Director General, but he was unsure of the exact number.

Procuring equipment for model schools was also in process. As stated previously in the “Creation of Model Schools” section of this report, the procurement process for the model schools (laboratory equipment, computers, books, and desks) began in June 2005 and was expected to be completed in January 2006. This activity with associated intended outputs was reflected in two areas of the implementation plan.

Creative reported that the MOE has been involved in the procurement process, and the MOE was providing input on the list of books and reference materials to be included in the libraries. Creative also reported that they had involved the MOE in designing the contents of the delivery and receiving forms as a method to strengthen the MOE procurement capability. By involving the MOE in the design of the forms, Creative hoped to have MOE buy-in to the process as well.

Creative coordinated procurement with other donors; for example, it coordinated with the United Nations Children’s Fund regarding the distribution of school kits. The United Nations Children’s Fund distributed school kits to primary schools, while Creative distributed kits to secondary schools.

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<sup>7</sup> The training for teachers in computer literacy classes began in August, after the July 31, 2005 cut-off date, and therefore was not treated as having been in “progress” for purposes of this audit. The training for English teachers had begun in July, and was classified as in “progress.”

<sup>8</sup> The Institute of Training and Educational Development in Baghdad provides training for teachers.

<sup>9</sup> A school kit included the following supplies: a school bag, various exercise books, a drawing book, a language notebook, a drawing set, pencils, a pencil sharpener, an eraser, and a ruler.

**Refurbishment of Schools through Small Community Grants** – Of the seven intended outputs, Creative had made progress toward reaching six. The remaining intended output had related activities planned to begin at a later date. All of the intended outputs are discussed below.

The USAID approved implementation plan called for up to 400<sup>10</sup> schools to be rehabilitated, with the main priority being the rehabilitation of “mud schools”<sup>11</sup> located in rural areas. Creative reported that a committee was formed, criteria for school selection had been developed, and 37 grants had been awarded for renovation. Creative reported that the community involvement was strengthened through involving parent-teacher organizations throughout the process of selecting schools. In addition, Creative created a database, which included information relating to each of the renovated schools.

The USAID/Iraq representative visited a mud school and found that the rehabilitation was 80 percent complete. The new school would enlarge the classroom space by 75 percent and provide a nucleus for further improvements. One issue noted was that the contractor had not received payment for the third phase of construction, which could delay the completion of the school. Mission management stated that the contractor had subsequently been paid. Contractors were paid after an evaluation was performed when each milestone was reached in the construction of the school.

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<sup>10</sup> Although the June 2005 implementation plan called for “up to 400” schools to be rehabilitated, Creative planned, with Mission approval, to rehabilitate approximately only 125 schools, including the 84 model schools to be renovated. Early in the program (December 2004/January 2005), the Mission and Creative decided that it would be better to do fewer grants which provided comprehensive rehabilitation than more grants with cursory rehabilitation. Other reasons for the reduction of schools were higher than anticipated security costs (an additional \$4 million) and the \$4.7 million funding shortfall discussed on page 3.

<sup>11</sup> Mud schools were constructed from mud and other perishable products.

# EVALUATION OF MANAGEMENT COMMENTS

In response to our draft report, USAID/Iraq accepted the recommendation and took corrective action. Specifically, in response to Recommendation No. 1, Mission management met with stakeholders and developed and implemented a plan to ensure site preparation and installation of necessary computer equipment.

Based on the actions taken by the Mission to address the recommendation, we consider a management decision to have been reached and final action taken.

Management's Comments are included in their entirety in Appendix II. USAID/Iraq's management comments included supporting attachments, which are not included in this audit report.

# SCOPE AND METHODOLOGY

## Scope

The Regional Inspector General in Baghdad audited USAID/Iraq's basic education activities in accordance with generally accepted government auditing standards. The purpose of the audit was to determine if the Mission's basic education activities have progressed toward their intended outputs.

USAID/Iraq's education sector projects were being carried out primarily through Creative Associates International, Inc. (Creative). Creative had received two contracts through USAID/Iraq; this audit focused on the second contract, valued at approximately \$56.5 million, which became effective on July 1, 2004 and was to expire on June 30, 2006. The primary focus of this contract was to improve the quality of education delivery in the country and increase the access to education. As of July 31, 2005, cumulative obligations and disbursements under the contract totaled approximately \$51.8 million and \$15.5 million, respectively. Mission management stated that the obligations may not increase to the full value of the contract due to other priorities.

The audit focused on determining whether the education projects carried out by Creative under its USAID-funded contract were progressing toward their intended outputs as of the audit cut-off date (i.e., July 31, 2005). Our review of the education projects involved an assessment of whether the projects were making progress toward their intended outputs. These assessments were based, in part, on progress reports issued by Creative and other pertinent documentation, as well as on input provided by the Mission's Education Office.

In addition to the above, the audit included an examination of Mission management controls relating to the monitoring of activities performed under the contract. Specifically, these controls included:

- Reviewing Creative's weekly and monthly progress reports
- Performing periodic field visits to the project sites to observe work achieved
- Reviewing documentation prepared by Creative regarding its efforts to identify, plan and implement appropriate activities under its projects
- Examining and certifying Creative's vouchers

The audit fieldwork was performed from August 2 to September 20, 2005, and was limited to interviews with key technical staff and a review of relevant performance and financial documents, including supporting documentation as requested based on a judgmental selection. In addition, site visits were made to two education activities in the Al Hillah area, and a meeting took place with a MOE official in Al Hillah. Due to security restrictions at the time of the fieldwork, the audit team was not able to visit additional project sites as we had intended.

## **Methodology**

In answering the audit objective, we reviewed available program documents furnished by the Mission and the contractor, Creative. This documentation included copies of the contract and modifications, photos, Creative's weekly and monthly performance reports, and site visit reports. In addition, we obtained further information through interviews with Mission and Creative staff on the status of individual projects. These interviews were conducted either in person or via e-mail.

In assessing whether the projects were achieving their intended outputs, we reviewed the status of each project as of the audit cut-off date (July 31, 2005). We relied on a review of pertinent documentation and interviews with USAID and Creative staff. We judgmentally selected significant milestones for intended outputs and reviewed supporting documentation. We kept abreast of any further developments subsequent to our cut-off date impacting on our initial conclusion.

As part of our initial planning work, we examined a prior audit performed by the USAID Office of Inspector General covering a previous contract between the Mission and Creative to identify any problems pertinent to the design of this audit. In addition, we performed a limited assessment of the procedures and management controls in place at the Mission for monitoring its education contracts to gain an understanding of the Mission's systems and determine the extent of testing required.

**MEMORANDUM**

**TO:** Nancy Lawton, Regional Inspector General/Iraq  
**FROM:** Dawn Liberi, USAID/Iraq Mission Director/s/  
**SUBJECT:** Audit of USAID/Iraq's Basic Education Activities (Report No. E-267-06-00X-P)  
**DATE:** November 12, 2005

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USAID appreciates the opportunity to comment on the draft audit report and shares your interest in ensuring that USAID/Iraq's basic education activities progress toward their intended results.

**Recommendation no. 1: that USAID/Iraq develop a plan to ensure the computer equipment required is in place to operate the education management information system (EMIS) or discontinue the funding of the project.**

**Mission Response:** This recommendation has already been addressed. USAID convened all EMIS stakeholders, including representatives from the MOE, UNESCO, UNICEF, Microsoft, Creative and its EMIS subcontractor—Primus, on October 1-2, 2005. At this meeting, all the necessary hardware was identified and an implementation plan (see Attachment A) was developed and put into place to ensure that site preparation and installation are completed prior to deployment of the system.

Based on the above discussion, Mission requests that Recommendation no. 1 be closed upon report issuance.



## List of Tasks, Intended Outputs, and Status for Creative Associates International, Inc.

Task Description	Intended Output	Status as of July 31, 2005	Progressing towards intended outputs
<b>Activity A - Ministry of Education (MOE) Capacity-building Activity</b>			
Task A.1 - Provide long-term technical specialists	Five international specialists provided	One long-term specialist had been provided	Yes
	Six Iraqi specialists provided	Activity was to be conducted November 2004 through May 2006	Deleted See note 1 on pg 22.
Task A.2 - Needs assessment	Needs assessment of capacity-building program requirements conducted	Activity was to be conducted December 2004 through June 2006	Deleted
Task A.3 - MOE staff training / Management Development	83 Directors of Planning, Statistics, and Program Evaluation trained	Activity was to be conducted in June 2005	Deleted
	90 Directors of Management, Administration, Procurement, and HR trained	Activity was to be conducted in June 2005	Deleted
	78 Directors of Finance, Budget, and Accounting trained	58 Finance Managers were trained in Amman, Jordan	Yes
	65 Directors General of Examination and Evaluation trained	Activity was to be conducted in August 2005	Deleted
	20 MOE Program and Management Directors General and one Ministry of Finance personnel attended workshop on strategic planning	Activity was to be conducted in the December 2005 to February 2006 timeframe	Planned See note 2 on pg 22.
	20 Program and Management Directors attended workshop on modern concepts of public management	Activity was to be conducted in January, March, and May 2006.	Planned See note 2 on pg 22.
	Task A.4 - Workshop for directors general	54 Directors General of Examinations participated in workshop	Activity was to be conducted in July 2005
Task A.5 - Study tour for leadership	50 Ministers and Directors General participated in study tours	Activity was to be conducted in November 2005 to February 2006 timeframe	Planned

<b>Task Description</b>	<b>Intended Output</b>	<b>Status as of July 31, 2005</b>	<b>Progressing towards intended outputs</b>
Task A.6 – On-the-job training development program	Three short-term on-the-job internship programs developed	Activity was to be conducted March 2005 through July 2005	Deleted
Task A.7 - International/regional educational conferences	Selected senior and mid-level managers participated in conferences	Activity was to be conducted through the life of the project	Deleted
Task A.8 - Symposium on national education reform	100 participants attended symposium on national education reform	Activity was to be conducted in March 2006	Planned
Task A.9 - Strengthening MOE media and public information capability	Media plan developed which includes implementing educational information campaign	Activity was to be conducted May 2005 through September 2005	Deleted
Task A.10 - Strengthen MOE international donor coordination	MOE personnel who are engaged in management of international donor efforts trained	Activity was to be conducted December 2004 through June 2006	Deleted
Task A.11 - Develop MOE website	Personnel provided to keep the website current	Activity was to be conducted January 2005 through June 2006	Deleted
Task A.12 - Develop an education management information system	Software developed	A subcontractor began work on the information system in January 2005. Creative management stated that the system is not yet complete due to delays in getting information from the MOE as to the data to be included in the information system.	Yes
	Eight Iraqi participants received training to form the Iraqi Technical Team	Four participants had received training.	Yes
	Consultant provided to perform quality assurance	Activity was to be conducted in September 2005 to June 2006	Planned
	MOE staff trained	Activity was to be conducted March to June 2006	Planned
Task A.13 - Capacity building program in curriculum development	20 staff members of the Director General for Curriculum Development trained	Activity was to be conducted in November 2005.	Planned See note 2 on pg 22.

Task Description	Intended Output	Status as of July 31, 2005	Progressing towards intended outputs
<b>Activity B - Creation of Four Model Schools in Each Education Directorate</b>			
Task B.1 - Requirements analysis and planning	Plan developed to include the methodology for selecting school locations, the strategy for training teachers, and equipment needs determined	Plan developed	Yes
Task B.2 - Site selection and model school roll-out	84 model schools selected	72 schools were selected and approved	Yes
Task B.3 - Model school renovation	84 model schools renovated	Activity was to be conducted August to November 2005.	Planned
Task B.4 - Procurement of learning resources for model schools	Equipment procured	Meetings were held with the MOE regarding specifications of equipment needed.	Yes
Task B.5 - Training principals and teachers	Teachers and administrative staff trained	Activity was to be conducted March through August 2005. Creative rescheduled the activity to be conducted November 2005 through February 2006.	Planned
Task B.6 - Instruction	A full year of academic courses took place	Activity was to be conducted through the 2005 to 2006 school-year	Deleted
Task B.7 - Establishment of information and communication technology training centers	The model schools served as training centers to other schools	Activity was to be conducted September 2005 through June 2006	Deleted
Task B.8 - Measurement of effectiveness	Evaluation performed	Activity was to be conducted August 2005. Creative rescheduled the activity to be conducted October 2005 through June 2006.	Planned
Task B.9 - Public information effort	Public information program developed	Activity was to be conducted throughout the academic year.	Deleted
<b>Activity C - Engage Children in Learning from an Early Age</b>			
Task C.1 - Establish the production team and steering committee	Production team and steering committee established	Production team and steering committee were established	Yes

<b>Task Description</b>	<b>Intended Output</b>	<b>Status as of July 31, 2005</b>	<b>Progressing towards intended outputs</b>
Task C.2 - Preschool television production	13 modules developed	Three modules were complete: the counting theme, the animal theme, and the community helpers theme.	Yes
Task C.3 - Activity booklets	10,000 activity booklets printed and distributed	Activity was to be conducted July 2005. Creative rescheduled the activity to be conducted November 2005.	Planned
Task C.4 - Training and capacity building	Five to six Iraqi personnel trained	Six Iraqi staff received training	Yes
Task C.5 - Tracking public receptivity	Iraqi firm contracted to track public reactions to the television programs	Activity was to be conducted December 2004 through October 2005	Deleted
<b>Activity D - Training of Secondary School Teachers</b>			
Task D.1 - Training trainers in academic subjects	69 master trainers trained in English who trained 6,000 English teachers	68 master trainers had been provided instruction.	Yes
	Up to 10,000 ESL secondary teachers trained	Training began at the regional teacher training centers	Yes See note 2 on pg 22.
	75 master trainers trained in science	Activity was to be conducted June through July 2005. Creative rescheduled the activity to be conducted November 2005.	Planned
	12,000 secondary teachers trained in science	Activity was to be conducted December 2005 to March 2006	Planned See note 2 on pg 22.
	46 master trainers trained in math who trained 6,000 math teachers	Activity was to be conducted June through July 2005	Deleted
	46 master trainers trained in social studies who trained 8,000 social studies teachers	Activity was to be conducted June through July 2005	Deleted

Task Description	Intended Output	Status as of July 31, 2005	Progressing towards intended outputs
Task D.2 - Information and communication technology training	46 master trainers trained (54 in the revised implementation plan)	54 master trainers had been provided instruction.	Yes
	50 officials of the Institute for Teacher Training and Educational Development in Baghdad trained	Activity was to be conducted August through December 2005	Planned
	100 officials in regional teacher training centers trained (See note 3)	Activity was to begin in August. During a site visit to south central Iraq in August, we viewed computer classes in session at the teacher training institute. Creative did not have the exact number of teachers trained as the program was just getting underway.	Planned
	2,100 model school teachers trained (2,400 in the revised implementation plan)	Activity was to be conducted July to August 2005. Creative rescheduled the activity to be conducted August through December 2005.	Planned
	2,700 students of the teacher training institutes trained (See note 3)	Activity was to be conducted September, November, and December 2005	Deleted
	2,500 teachers of computer science trained (5,400 in the revised implementation plan)	Activity was to be conducted August to December 2005.	Planned

Task Description	Intended Output	Status as of July 31, 2005	Progressing towards intended outputs
Task D.3 - Pedagogy training	46 master trainers provided with instruction (50 in the revised implementation plan)	Activity was to be conducted June 2005. Creative rescheduled activity to be conducted October 2005.	Planned
	2,100 model school teachers trained (2,400 in the revised implementation plan)	Activity was to be conducted July 2005. Creative rescheduled activity to be conducted November to December 2005.	Planned
	2,700 instructors for the teacher training institutes trained	Activity was to be conducted July 2005	Deleted
	26,000 teachers trained (17,600 in the revised implementation plan)	Activity was to be conducted November 2005 to March 2006	Planned
Task D.4 - Management skills training (Training for secondary school administrators)	48 master trainers provided instruction with 5,000 administrators receiving cascade training (42 master trainers provided 3,000 administrators with training)	Activity was to be conducted June and July 2005. Creative rescheduled the activity for the January to April 2006 timeframe.	Planned
	Model school principals and supervisors trained	Activity was to be conducted December 2004 to May 2005.	Deleted See note 4 on pg 22.
	30 employees of the Institute for Teacher Training and Educational Development in Baghdad trained	Activity was to be conducted October to December 2005	Deleted
	Staff of regional training centers trained	Date was not specified	Deleted
	Directors of training participated in a study tour	Activity was to be conducted in September 2005	Deleted

Task Description	Intended Output	Status as of July 31, 2005	Progressing towards intended outputs
Task D.5 - Strengthening capacity of the Institute for Teacher Training and Educational Development	Feasibility study of capacity augmentation at Institute for Teacher Training and Educational Development performed	Feasibility study performed	Deleted See note 5 on pg 22.
	Institute for Teacher Training and Educational Development capacity strengthened	Based on a feasibility study, the project provided internet connectivity and related material support.	Yes
	Feasibility study of capacity augmentation at regional teacher training centers performed	Feasibility study performed	Deleted See note 5 on pg 22.
	18 halls in six training centers rehabilitated (23 halls in the revised implementation plan)	23 halls in six training centers rehabilitated	Yes
Task D.6 - Measuring impact of training	Evaluation instrument developed to measure training	Instrument was in the process of being designed	Yes
<b>Activity E - Procurement and distribution of school materials</b>			
Task E.1 - Establish procurement committee	Committee established	Committee was formed	Yes
Task E.2 - Provide student supplies	Tenders awarded	Tenders were awarded	Yes
	Supplies tracked and spot checks performed	19 quality monitors were employed during the process	Yes
	525,000 school kits distributed	504,458 kits were distributed. The remaining kits were to be distributed to model schools.	Yes

Task Description	Intended Output	Status as of July 31, 2005	Progressing towards intended outputs
Task E.3 - Model schools procurement	MOE involved in procurement and distribution process	MOE was involved in the procurement process	Yes See note 2 on pg 22.
	Science laboratory materials procured for the 84 model schools	Creative had met with the MOE to determine equipment specifications. The actual request for quotation was issued in August.	Yes See note 2 on pg 22.
	Computer laboratory materials procured	Creative had met with the MOE to determine equipment specifications. The actual request for quotation was issued in August.	Yes See note 2 on pg 22.
	School library materials procured	Creative was obtaining input from the MOE on the list of books and related reference materials to be provided.	Yes See note 2 on pg 22.
	School desks procured	Creative had met with the MOE to determine equipment specifications	Yes See note 2 on pg 22.
Task E.4 - Coordination with other donors	Coordination with other donors took place	Creative coordinated with UNICEF with regards to the delivery of school kits. UNICEF distributed kits to primary schools, while Creative distributed kits to secondary schools.	Yes
Task E.5 - Information campaign	Public information program developed	The MOE logo was placed on the front of all bags of the school kits.	Deleted See note 5 on pg 22.
Task E.6 - Other procurements	Other procurement such as school desks supported	This activity was to be conducted from April 2005 to May 2006	Deleted
Task E.7 - Strengthening MOE procurement capability	Procedures developed for the acquisition of materials	Creative had involved the MOE in designing the contents of delivery and receiving forms	Yes
<b>Activity F - Refurbishment of Schools through Small Community Grants</b>			
Task F.1 - Form a grants evaluation committee	Grants evaluation committee formed	Committee was formed	Yes
Task F.2 - Develop criteria for school selection	Criteria for school selection developed	Criteria were developed	Yes



<b>Task Description</b>	<b>Intended Output</b>	<b>Status as of July 31, 2005</b>	<b>Progressing towards intended outputs</b>
Task F.3 - Award 400 school rehabilitation grants	Up to 400 schools awarded grants	37 schools had been awarded grants	Yes
Task F.4 - Strengthen community involvement	Procedures developed to support parent-teacher organizations	Parent-teacher organizations were involved throughout the process of selecting schools	Yes
Task F.5 - Develop school rehabilitation database	School rehabilitation database developed as part of the information system	Database developed	Yes
Task F.6 - Audit and evaluate completed grants	An audit and evaluation performed on a representative sample of the awarded grants.	An evaluation was performed at each milestone before payment was made	Yes
Task F.7 - Information campaign	The public was made aware of the MOE/Creative achievements	Activity was to be conducted at the ceremonies reopening schools	Planned

Note 1 – All intended outputs marked as “deleted” were deleted in the revised implementation plan dated September 15, 2005.

Note 2 – In the revised implementation plan dated September 15, 2005, the intended output was added or broken out from a combined intended output.

Note 3 – Teacher training centers were regional centers that provided training for teachers already in the education field. Teacher training institutes were organizations that prepared people to become teachers.

Note 4 – This intended output was deleted to avoid duplication as it was included in another area of the implementation plan.

Note 5 – The intended output was deleted in the revised implementation plan, but the output had been achieved.

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