

UN PARTICIPATING ORGANISATION  
LOGO

United Nations Development Programme  
United Nations Development Group Iraq Trust Fund



COMPLETION REPORT FOR PROJECT:

Summary

**Participating UN Organisation:**

UNESCO Iraq Office

**Cluster:**

Cluster B: Education and Culture

**Project No. and Project Title:**

B1-18:  
Textbooks Quality Improvement Programme II

**Project Location/Region/Province:**

All over Iraq

**Reporting Period:**

Sep. 2005 – Nov. 2006

**Report Number:**

Final Report

**Counterpart organisations / implementing partners:**

Ministry of Education, Iraq and the Private Sector

**Project cost:**

Project Approved Budget: US\$ 7,100,000  
Project Cost on Completion: US\$ 6,599,692  
Remaining Funds: US\$ 500,308

**Abbreviations and acronyms:**

- MOE: Ministry of Education.
- DOE: Directorate of Education.
- MDGs: Millennium Development Goals.
- EFA: Education for All.
- NDS: National Development Strategy

**Project Duration:**

Overall Time Frame: Sep. 2005 – Nov. 2006

\*Original Duration: Sep. 2005 – March 2006

\* 1<sup>st</sup> Extension till: April 2006

\* 2<sup>nd</sup> Extension till: Sep. 2006

\* 3<sup>rd</sup> Extension till: Nov. 2006

## I. Purpose

### **Main objectives and outcomes expected as per approved Project/Programme/project document:**

Following the urgent request of MOE for textbook printing for the school year 2005/2006 and to provide immediate support to the basic education sector in Iraq, UNESCO Iraq Office presented this quick impact project on the 28<sup>th</sup> of July 2005 to Cluster B under the "UNDG Iraq Trust Fund". The starting date of the project was the 4<sup>th</sup> of Sep. 2005, the budget approval was granted on the 7<sup>th</sup> of Sep. 2005 and the first fund transfer was received on the 13<sup>th</sup> of Sep. 2005.

The main objectives of the project are:

1. Printing and countrywide distribution of approximately 9 million textbooks.
2. Capacity building of MOE textbooks sector.
3. Strengthening the MOE capacity in formulating the national textbook printing and distribution policy.

And the main expected outcomes of the project are:

1. 9 million school textbooks were printed and distributed (39 Titles) to 14,000 primary and secondary schools in 18 governorates.
2. Building the capacity of MOE in the field of textbooks production and distribution.
3. Formulating a modern "National Textbooks Policy Document".

### **Reference to how the programme/project related to the UN Assistance Strategy to Iraq and how it aimed to support Iraq national development goals and the Millennium Development Goals:**

The development goal of this project was to Improve Quality Education of schools at primary, lower secondary and secondary level in Iraq.

The project falls into the Cluster B – Education and Culture and fulfils the following matrix outcomes:

1. Provision of teaching and learning materials for primary, intermediate and secondary.
2. Capacity building of Ministry of Education (MOE) and Directorates of Education (DOEs).

The project fits well within the following goals as follows:

1. EFA Goals: Progress towards better quality of education.
2. MDGs: Achieve universal primary education.
3. NDS: Modernize the outdated education system.
4. UN Assistance Strategy for Iraq (2005-2007): Support and inform policy development.

## **Project Management arrangements**

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Due to the unique political, security and social situation in Iraq and to guarantee a successful implementation, continuous monitoring and the ability to react to the day by day changes, UNESCO agreed with MOE to form two UNESCO groups and three MOE committees to execute the project as follow:

### **I. UNESCO Team:**

UNESCO team was composed of the following two groups:

#### **I.1 Management group at Amman Office:**

Stationed in Amman, this group is mainly responsible for planning and management of all operations and activities of the project. Its duties included monitoring and following up all activities taking place outside Iraq as well as supervising and supporting all activities taking place inside Iraq.

##### **I.1.1 Group Members:**

- a. Project Manager
- b. Four National Staff NO level
- c. Five National Staff GS levels

##### **I.1.2 Responsibilities:**

- a. Project planning and management
- b. MOE coordination and communication
- c. Procurement activities and contracting of all prepress, printing and transportation activities
- d. Supervision of prepress and printing operations taking place at international printing presses
- e. Supervision of logistics activities of international printing presses (communication, documents, shipments / transportation, clearance and delivery)
- f. Logistics planning, monitoring and follow up of all activities taking place at MOE central and DOES' warehouses
- g. Technical support to MOE committees and UNESCO "Monitoring and Follow up" group re printing, logistics and distribution activities
- h. Modify logistics and distribution plans according to the continuous daily changes of the security situation in Iraq

#### **I.2 Monitoring and follow up group in Baghdad:**

Although the security situation in Iraq is very instable, UNESCO had an experienced team of monitors to execute, monitor and follow up all activities taking place in Iraq whose daily reports were crucial for the successful implementation of the project. This was sometimes difficult in view of the need not to expose any of the Baghdad group members to danger. They were always instructed to stay at home whenever they hear of any security incident in Baghdad; they were not allowed to carry laptops, wear suits or perform any activities after sunset and our logistics monitors were asked to be at MOE central warehouses when MOE staff members were there and to leave with them.

##### **I.2.1 Group Members:**

- a. One National Staff NO level
- b. Five National Staff GS levels

### **I.2.2 Responsibilities:**

- a. Execute the logistics plan in cooperation with MOE "Receiving and distribution committee" (receive, categorize and stock printed textbooks at MOE central warehouses)
- b. Execute the distribution plan in cooperation with MOE "Receiving and distribution committee" (dispatch and deliver textbooks from MOE central warehouses to DOEs' warehouses)
- c. Evaluate MOE "Monitoring and support committee" reports and report to UNESCO "Management Group".
- d. Documentation and reporting of activities.
- e. Provide UNESCO "Management Group" in Amman with a clear vision of the daily situation of the logistics and distribution activities at the warehouses and report all problems and difficulties to allow fast reaction and avoid critical bottlenecks.

UNESCO Iraq office staff provided unlimited and continuous support to the project during all times.

## **II. MOE Committees**

MOE formed three committees as follows:

### **II.1 Main Committee in Baghdad**

Based at MOE, this committee was formed to coordinate with UNESCO team regarding all activities taking place inside Iraq. Their main task was to form, manage and follow up the other two MOE committees and make sure that they are performing their duties properly. Over the course of the implementation of the project, the performance of the committee was less than satisfactory. Many UNESCO queries went unanswered and the committee often failed to provide UNESCO with most of the requested information and with any of the "Printing Evaluation" reports.

#### **II.1.1 Group Members:**

- a. MOE project coordinator
- b. Head of curriculum department at MOE
- c. Head of supply department at MOE

#### **II.1.2 Responsibilities:**

- a. UNESCO coordination and communication
- b. Forming the MOE "Receiving and Distribution Committee" and the MOE "Monitoring and Support Committee".
- c. Following up on the performance of all MOE formed committees
- d. Collecting all the "Printing Evaluation" reports issued by the MOE "Monitoring and Support Committee" and send it to UNESCO twice a week.

### **II.2 Receiving and Distribution Committee in Baghdad:**

Formed to receive and check textbooks' shipments arriving at MOE central warehouses then authorize and monitor the dispatch of textbooks to DOEs' warehouses. Due to the fact that some members of this committee were the managers of warehouses that were not used by the project, they were not always available when needed and this often delayed operations, especially during the dispatch of shipments from MOE central warehouses to DOEs' warehouses.

#### **II.2.1 Group Members:**

- a. MOE warehouse managers and logistics assistants (8 members)

## **II.2.2 Responsibilities:**

- a. Receive, check, sort and stock printed textbooks at MOE central warehouses in cooperation with UNESCO "Monitoring and follow up group" - logistics monitors
- b. Authorize the dispatch of textbooks from MOE central warehouses to DOEs' warehouses in cooperation with UNESCO "Monitoring and follow up group" – logistics monitors

## **II.3 Monitoring and Support Committee in Baghdad**

To guarantee the printing of high quality textbooks (finishing and content) by Iraqi presses, MOE formed a "Monitoring and Support Committee" to monitor all printing activities taking place in Iraq. The committee was to visit each printing press twice a week, fill a detailed designed report and deliver it to MOE "Main Committee" to be sent on the same day to UNESCO "Management Group" in Amman. UNESCO suggested the names of two experienced MOE staff who participated in the 2003 "Textbooks Printing Project" but MOE decided not to second these individuals. As a result, the committee suffered; UNESCO did not receive a single report from MOE in spite of continuous requests to/assurances from MOE. This resulted in the printing of some low quality textbooks and delay in delivery.

### **II.3.1 Group Members:**

- a. MOE printing monitors (11 members)

### **II.3.2 Responsibilities:**

- a. Monitor all printing activities taking place at Iraqi presses regarding availability of paper, printing quality, binding, finishing, commitment to content and time frame and packing
- b. Provide technical support to all Iraqi printing presses if required
- c. Provide UNESCO with detailed progress reports of each Iraqi press twice a week
- d. Coordinate with UNESCO team to solve any printing or logistics problems at the Iraqi presses.

### **Remarks:**

- a. All procurement activities were done according to the rules and regulations of UNESCO (vender evaluation, competitive bidding, technical and cost evaluation, contracting, delivery, acceptance and payment).
- b. Method of delivery and payment for all procured items was DDU Baghdad.
- c. Due to security reasons:
  - All shipments (received at the central warehouses or dispatched to DOEs warehouses) were fully delivered on phases (partial shipments).
  - Information regarding all international shipments were released by UNESCO to MOE upon arrival to Baghdad and two hours before reaching the Textbooks central warehouses or the sites (for the Prepress Centre and Textbooks CD Library).
  - International shipments were tracked from departure till arrival. Each driver had to have an Iraqi Mobile No. and a Mobile No. for each of the countries he is passing through.
  - All textbooks shipments were packed according to final destination (DOE) to minimize the time spent in consolidation and dispatch at the central warehouses.
- d. The project had a successful monitoring, reporting and evaluation system that included:
  - Financial monitoring by UNESCO – Iraq office.
  - A comprehensive tracking sheet for the logistics operations.
  - A complete production / logistics cycle of reporting documentation.
  - Implementation progress reports.

- Revision and evaluation of textbooks titles – analytical reports.
  - Quality control of production and packing – visits to printing presses, corrections of blue prints and evaluation of final products.
  - Evaluation of workshops by participants and trainers – surveys and reports.
  - Monitoring and evaluation of workshops by UNESCO - reports.
- e. Project planning and management was based at UNESCO – Iraq Office in Amman and the main partner in this project was MOE in Baghdad; however, other parties and committees contributed to the success of the project such as:
- The textbooks revision committee in Amman (educational experts).
  - The contracted Prepress Centre in Baghdad (editing and CD production of the textbooks).
  - Four international printing presses (printing of textbooks).
  - Eighteen Iraqi printing presses (printing of textbooks).
  - The transportation company (transportation of textbooks from MOE central warehouses to DOEs' warehouses)
  - International and Iraqi suppliers of professional equipments (equipping the Pre-Press Centre and the Textbooks / CD Library).
  - Iraqi suppliers of furniture (equipping the Pre-Press Centre and the Textbooks / CD Library).
  - The IT training institution in Amman (training MOE designers on the latest designing software).
  - An educational specialist (designing and execution of the Writing and Designing Textbooks workshop and consultant on the formulation of the textbooks policy).
  - A textbooks production specialist (evaluation of Iraqi printing presses capacity and composing a study on Capacity Building of Textbooks Production and Distribution in Iraq).

## II. Resources

### **Total approved budget and summary of resources used for the programme/project from the UNDG Iraq Trust Fund (and non-Trust Fund resources where applicable):**

#### UNDG ITF funds received

Project Approved Budget:	US\$ 7,100,000
Project Cost upon Completion:	US\$ 6,599,692
Remaining Funds:	US\$ 500,308

The explanation on the use of funds as of end of Nov. 2006 are as follows:

1. Travel =	89.61 % (of allocated budget for this item)
2. Personnel =	93.55 % (of allocated budget for this item)
3. Equipment =	97.51 % (of allocated budget for this item)
4. Contracts =	78.03 % (of allocated budget for this item)
5. Training =	41.95 % (of allocated budget for this item)
6. Supplies & Commodities =	97.51 % (of allocated budget for this item)
7. Miscellaneous =	73.01 % (of allocated budget for this item)
8. Security =	2.74 % (of allocated budget for this item)
9. Agency Management Support =	95.33 % (of allocated budget for this item)
10. Transport =	0 % (of allocated budget for this item)

During the implementation of the project, three budget revisions were requested and approved. The main requests were to reallocate funds from one budget line to another and to extend the project duration. The reason for this was mainly the deteriorating security conditions, lack of experienced

MOE staff and the delay in MOE replies. The three budget revisions were:

No.	Request Date	Type of Request	New End Date	Reallocated Amounts
1	20 Nov. 2005	Extension	30 April 2006	-----
2	2 April 2006	Reallocation of Funds & Extension	30 Sep. 2006	250,000 (less than 5% of the Total Budget)
3	30 August 2006	Extension	30 Nov. 2006	-----

### Human Resources

During the implementation of the project the services of the following staff members were used:

1. One P4 International - full cost
2. Five National Staff NO levels - partially co-shared with other projects
3. Ten National Staff GS levels - partially co-shared with other projects

### Project Assets

The main project assets are stated in the following Annex:

#### List of Major Project Assets

ITEM NO.	DESCRIPTION OF GOODS AND/OR SERVICES	Unit	Qty	Location
1	Double Florescent Light	Set	8	Textbooks / CDs Library – MOE Baghdad
2	Metal Door	Pc.	1	Textbooks / CDs Library – MOE Baghdad
3	Air Conditioning (24000 BTU)	Pc.	3	Textbooks / CDs Library – MOE Baghdad
4	Office Metal Curtains	Pc.	3	Textbooks / CDs Library – MOE Baghdad
5	Photocopier with consumables, spare parts and accessories	Set	1	Textbooks / CDs Library – MOE Baghdad
6	Wall Mount Plywood CD Cabinets	Pc.	12	Textbooks / CDs Library – MOE Baghdad
7	Single Face Plywood Book Shelving Units	Pc.	6	Textbooks / CDs Library – MOE Baghdad
8	Computer Desks	Pc.	6	Textbooks / CDs Library – MOE Baghdad
9	Computer Chairs	Pc.	6	Textbooks / CDs Library – MOE Baghdad
10	Wooden Reception Desk	Pc.	1	Textbooks / CDs Library – MOE Baghdad
11	Wooden File Cabinet	Pc.	1	Textbooks / CDs Library – MOE Baghdad
12	Wooden Card Catalogue Cabinet on stand	Pc.	1	Textbooks / CDs Library – MOE Baghdad

13	Wooden Library Studying Tables	Pc.	2	Textbooks / CDs Library – MOE Baghdad
14	Metal Library Chairs	Pc.	22	Textbooks / CDs Library – MOE Baghdad
15	Book Stops	Pc.	150	Textbooks / CDs Library – MOE Baghdad
16	Professional Laser Printer with consumables, spareparts and accessories	Set	1	Textbooks / CDs Library – MOE Baghdad
17	Heavy Duty <i>Muguette</i>	M <sup>2</sup>	91	Textbooks / CDs Library – MOE Baghdad
18	PC with accessories, software and UPS	Set	7	Textbooks / CDs Library – MOE Baghdad
19	Double Florescent Light	Set	8	Prepress Centre – MOE Baghdad
20	Design / Text Entry Station - Computer with accessories, software and UPS	Set	13	Prepress Centre – MOE Baghdad
21	PC with accessories, software and UPS	Set	1	Prepress Centre – MOE Baghdad
22	Professional Coloured Scanner with accessories and designing software	Set	1	Prepress Centre – MOE Baghdad
23	A4 Coloured Scanner with accessories and designing software	Set	1	Prepress Centre – MOE Baghdad
24	Dual 2.3GHz Server with accessories	Set	1	Prepress Centre – MOE Baghdad
25	Back up Unit with accessories	Set	1	Prepress Centre – MOE Baghdad
26	Professional Laser Colour Printer with consumables, spare parts and accessories	Set	1	Prepress Centre – MOE Baghdad
27	Professional Laser Black and White Printer with consumables, spare parts and accessories	Set	2	Prepress Centre – MOE Baghdad
28	Metal Door	Pc.	1	Prepress Centre – MOE Baghdad
29	Air Conditioning (24000 BTU)	Pc.	3	Prepress Centre – MOE Baghdad
30	Wall Mount Plywood CD Cabinets	Pc.	1	Prepress Centre – MOE Baghdad
31	Single Face Plywood Book Shelving Units	Pc.	1	Prepress Centre – MOE Baghdad
32	Computer Desks	Pc.	13	Prepress Centre – MOE Baghdad
33	Computer Chairs	Pc.	14	Prepress Centre – MOE Baghdad
34	Wooden Manager's Desk	Pc.	1	Prepress Centre – MOE Baghdad
35	Wooden File Cabinet	Pc.	2	Prepress Centre – MOE Baghdad
36	Heavy Duty <i>Muguette</i>	M <sup>2</sup>	91	Prepress Centre – MOE Baghdad
37	Office Metal Curtains	Pc.	3	Prepress Centre – MOE



				Baghdad
38	Laptop with software and accessories	Pc.	1	UNESCO Team - Amman Office
39	Laser Printer with accessories	Pc.	1	UNESCO Team - Amman Office

### III. Results

**An assessment of the extent to which the programme/project component / programme /project has achieved the outcomes and outputs expected**

The three expected outcomes of the project were completely achieved in cooperation with MOE. The agreed on 39 textbooks' Titles were revised, edited, scanned and stored on CDs and the 9 million textbooks were printed and delivered to the 18 DOEs (First Outcome). Capacity building of MOE in the field of textbooks production included establishing and equipping a state of the art Prepress centre (14 designing stations) and Textbooks / CDs Library (7 PC / MAC stations) as well as training 14 MOE textbooks designers and training 10 MOE educational specialists on writing and designing textbooks was also successfully completed (Second Outcome). The National Textbooks Policy was also completed and approved by MOE (Third Outcome).

In spite of the success in achieving the project outputs, MOE still requires significant assistance in building its capacity in the field of curricula; hence, UNESCO suggested four projects that were approved by MOE to develop curricula (capacity building of MOE curricula experts and monitoring their progress), build the capacity of School Textbooks production as well as develop printing and storage operations and capacity.

The project served 6 million students in 18 DOEs creating over 2,000 employment opportunities in the fields of revision, CD production, printing, logistics (storage, monitoring and transportation), manufacturing (Prepress Centre and Textbooks / CDs Library furniture) and installation (IT and professional equipment at Prepress centre and Textbooks / CDs Library).

The achieved results fits well with:

- The UN Joint Needs Assessments:
  1. Provision of teaching and learning materials for primary, intermediate and secondary
  2. Capacity building of Ministry of Education (MOE) and Directorates of Education (DOEs).
- The UN Assistance Strategy for Iraq (2005-2007):
  1. Improve participation and completion at all levels of education in Iraq while ensuring adherence to quality, standards and achievement of expected learning outcomes.
  2. Support and inform policy development.
  3. Strengthening service delivery.
- The UN Assistance Strategy for Iraq (2006 – 2008): Support to Provision of Basic Social Services (Basic education services, mainly at Primary School level)
- EFA Goals: Progress towards better quality of education.
- MDGs: Achieve universal primary education.
- NDS: Modernize the outdated education system.

## **Main activities undertaken and achievements/ impacts:**

The major activities undertaken by this project divided according to outcomes are:

### **I. Printing and Distribution of Textbooks:**

#### **1. Pre-Printing activities that included:**

##### **1.1 Revision of content:**

All agreed on titles (39 Titles) were revised to make sure that their contents do not contradict with "UNESCO Guidebook on Textbook Research and Textbook Revision". Qualified educational experts were contracted to do the revision and the titles were accordingly modified by MOE. The major required modifications had to do with avoiding politically oriented contents and disagreed on religious issues as well as promoting gender equality, democracy, peace and the right human, social and patriotic values.

##### **1.2 Titles' Editing and CDs Production:**

All agreed on titles didn't have any usable electronic versions to be used for printing operations; thus, all titles had to be scanned, then their contents had to be edited and the final approved copies had to be stored on CDs. During the implementation of this activity, it was clear that there is a real need to establish and equip a modern pre-press centre as soon as possible as well as a Textbooks / CD Library to keep and reuse hardcopies and CDs of the textbooks.

##### **1.3 Contracting printing presses:**

This included performing a survey on national and international printing presses to evaluate their capacity as per the Evaluation Criteria agreed on with MOE, accordingly, qualified presses were invited to participate in a bid followed by a technical and price comparison that resulted in contracting the successful bidders – 4 international and 18 national presses.

**Time Frame:** Sep. 2005 – Nov. 2005

#### **2. Printing activities that included:**

##### **Evaluation and authorization of Blue Prints:**

UNESCO team members visited international presses to evaluate their Blue Prints to insure the quality of the produced textbooks. Due to the bad quality of the CDs (scanned from old textbooks) many modifications were requested and executed regarding the quality of drawings, color corrections, font type and size...etc. The Blue Prints of the national presses were authorized by an MOE committee.

##### **2.2 Textbooks printing operations and monitoring:**

All printing operations were followed up. To evaluate their performance, all international printing presses provided UNESCO with bi-weekly progress reports as well as copies of the final drafts for final approval, as for national presses, MOE formed a monitoring team for this special task. This activity was very important to monitor and evaluate the progress in the printing operations and guarantee the quality of the end product.

**Time Frame:** Nov. 2005 – Dec. 2005

#### **3. Storage, logistics and distribution operations activities:**

A complete reporting documentation cycle was created including a monitoring form (for monitoring the Iraqi presses printing operations), a receipt form (for the receipt of goods at MOE warehouse), a dispatch form (for the dispatch of goods to the DOEs' warehouses) a delivery form (for the

receipt of goods at the DOEs' warehouses) and a tracking sheet (to track and monitor all logistics operations). Daily reports were provided by UNESCO monitors.

### 3.1 Storage and logistics operations at MOE central warehouses:

MOE provided warehouses with limited storage spaces. All warehouses suffered from lack of equipment, qualified staff and storage facilities. UNESCO contracted monitors to evaluate the storage operations and assist MOE staff in this regard.

To gain time, all printing presses were requested to pack the textbooks according to final destinations (DOEs) so as to minimize the time spent in sorting and repacking of textbooks and to limit the effort spent in moving goods inside the warehouses. Warehouses were divided according to DOEs and textbooks were received, checked and accepted quantities were stored accordingly.

### 3.2 Distribution:

#### a. From MOE warehouses to DOEs:

MOE provided UNESCO with a distribution chart including No. of textbooks of each title for each DOE. Accordingly, a distribution plan was designed and put into action. A Limited *Local Cargo Transportation* bid was issued and evaluated by UNESCO and the successful bidder was contracted for the transportation of textbooks to the DOEs.

#### b. From DOEs to schools:

After the receipt of textbooks at the DOEs' warehouses, school principles were to pick up their stock. MOE decided to take care of this part of the project.

**Time Frame:** Nov. 2005 – Feb. 2006

## **II. Capacity Building of MOE Textbooks Sector:**

### 1. Developing Pre-Press activities that included:

#### 1.1 Establishing and equipping a modern Pre-Press Centre:

While implementing the activities of the first outcome, MOE and UNESCO recognized the need to establish a modern pre-press centre to provide MOE educational experts with the technical capability to edit the old textbooks and produce the new ones. The centre was professionally designed and equipped with the state-of-the-art equipment including, mainly, 14 designing stations with the latest designing software, professional scanners and printers.

#### 1.2 Establishing and equipping a Textbooks / CDs Library:

The security situation resulted in the destruction and loss of most of MOE textbooks archive. All printing resources were old scanned copies that lost their quality through the years. To protect MOE archive, save high quality electronic versions (usable printing resources) and hardcopies of all textbooks and provide authors and researchers with resources and references to develop textbooks quality, a Textbooks / CDs Library was designed, established, furnished and equipped. It mainly included textbooks and CDs shelving system, computers, copiers and library furniture.

#### 1.3 Training of MOE Textbooks Designers:

To operate the Pre-Press Centre and design the new textbooks, 14 MOE designers had a 15 days comprehensive course on the latest designing software in Amman. The course included two field visits to well known printing presses to study the pre-press operations and its role in the printing operations. During the visits, MOE designers were introduced to the latest printing press in the Middle East.

**Time Frame:** May 2006 – July 2006

## 2. Capacity building of MOE Authors activities that included:

### 2.1 A workshop on Writing and Designing Textbooks:

10 MOE educational specialists, heads of authoring committees, had a 7 days workshop on Writing and Designing Textbooks in Amman. The participants were introduced to the latest educational / teaching theories and concept such as the Multi Intelligence Theory, the Multi Level Approach and the Analytical – Critical Thinking Concept. They were also introduced to Monitoring and Evaluation Theories and to the International standards in this regard. At the end of the workshop it was obvious that Iraqi textbooks authors are in real need to intensive capacity building activities.

**Time Frame:** August 2006

### III. Formulating a National Textbooks Policy:

To develop and reform the textbooks sector, MOE requested the assistance of UNESCO in formulating a National Textbooks Policy that would analyse the textbooks production and distribution stages and operations, define the roles and responsibilities of each MOE department, sector or committee involved in the process, point out the development needs of each stage and suggest the suitable solutions / activities / procedures...etc. The final Approved “National Textbooks Policy” was completed in Nov. 2006 and resulted in four suggested projects that were suggested by UNESCO and approved by MOE for the capacity building of the textbooks production and distribution sector.

**Time Frame:** Sep. 2006 – Nov. 2006

#### Remarks:

- a. All activities were funded by UNDG.

### **Implementation constraints, lessons learned from addressing these and knowledge gained from assessments, evaluations and studies that have taken place during the project:**

Due to the urgency of the first objective and as per the request of MOE, priority has been given for the implementation of this component of the project.

#### **1. First Objective / Component (Printing and Distribution of Textbooks):**

MOE and UNESCO agreed to print 39 titles (9 million textbooks). Although building the Iraqi printing presses capacity was a major target, it was decided to print 46% of the textbooks inside Iraq and 54% of the textbooks outside Iraq due to the security situation, time constrains, limited production capacity of the Iraqi qualified printing presses and the scarcity of printing paper and supplies in Iraq.

During implementation, the project faced the following difficulties:

- 1.1. Delay in providing technical information regarding the agreed on titles by MOE which might have caused major delay in bidding and hence in printing operations. UNESCO reaction was to request bidding according to sections (16 pages) and for different sizes, quantities and printing colours before even receiving the technical details of each title.
- 1.2. The need to revise the content of the agreed on titles. A revision committee of educational experts was assigned by UNESCO to do so.
- 1.3. The unavailability of electronic versions of the titles and the need to edit the titles according to the recommendations of the revision committee and the modifications of MOE. UNESCO had to contract a private Prepress to scan, edit and save the modified versions on CDs.

- 1.4. Low quality of the produced CDs due to the fact that they were scanned from scanned originals. When scanning, the quality of scanned copies is usually 10 to 20% less in quality. MOE kept scanning old textbooks since 2003; thus, the quality was too low. While approving the blue prints, UNESCO requested technical modifications from the printing presses (colour corrections, numbering, rewriting some words that were unclear, page layout...etc) that were possible to do.
- 1.5. Insuring the imported goods could not be done through UNESCO Global Insurance Agreement due to security conditions; hence, suppliers were requested to present DDU prices and take the responsibility of insuring the goods till arrival to final destinations.
- 1.6. Deteriorating security conditions caused a lot of worries regarding shipments delivery and storage at the central warehouses as well as dispatch and delivery at DOEs warehouses. UNESCO designed a comprehensive logistics and a monitoring and evaluation plan that included allowing partial shipments, packing according to final destination, shipments tracking (from departure till arrival), a comprehensive production / logistics cycle of reporting documentation and daily reporting.
- 1.7. Electricity shortage. UNESCO insisted that all Iraqi printing presses have power generators.

## **2. Second Objective / Component (capacity building of MOE textbooks sector):**

Due to 26 years of wars and sanction, the quality of Iraqi textbooks deteriorated intensively. They suffer from outdated scientific content, politically oriented contents, arguable religious contents, the use of old teaching and educational theories and concepts that are no longer in use...etc. On the other hand, the quality of the printing resources is very bad, using the available low quality and outdated scanned originals by all printing projects since 2003 led to the production of very low printing quality textbooks.

During the implementation of the first component, UNESCO executed a comprehensive study on capacity building of MOE textbooks sector. All needs were categorized as per their urgency; accordingly, the most urgent needs were given priority. Although all planned activities were completed successfully, MOE still needs a lot of assistance in developing its curricula and textbooks production.

During implementation, the project faced the following difficulties:

- 1.1. The explosions that took place in two of Amman well-known hotels. UNESCO had planned for two workshops to take place in Amman and for two field visits (visits to printing presses) to take place internationally; hence, and due to the need to postpone these activities which caused delays in implementation, UNESCO managed to reschedule and re-plan these events attaching the field visits to one of the workshops (since the beneficiaries were the same staff members) and the new event took place in Amman.
- 1.2. MOE were requested to provide floor plans for the suggested locations of the Prepress Centre and the Textbooks / CDs Library but they didn't. UNESCO requested from its' Baghdad team to provide the sizes and details of these locations and took the responsibility of designing the two sites.
- 1.3. Due to the continuous delays in reply, all requested information from MOE were requested much earlier than normal situations.

## **3. Third Objective / Component (assisting MOE in formulating a National Textbooks Policy):**

To develop and reform the textbooks sector, MOE requested the assistance of UNESCO in formulating a National Textbooks Policy that would analyse the textbooks production and distribution stages and operations, define the roles and responsibilities of each MOE department, sector or

committee involved in the process, point out the development needs of each stage and suggest the suitable solutions / activities / procedures... etc.

Accordingly, UNESCO and MOE formulated a comprehensive National Textbooks Policy including four suggested capacity building projects that were approved, latter on, by MOE.

**Achievements:**

1. 9 million textbooks were produced and distributed to 18 DOEs serving 6 million students from 14 thousand schools of both sexes.
2. Establishing and equipping a modern Pre-Press Centre allowing MOE to edit its current textbooks and produce new series of textbooks that comply with international standards,
3. Establishing and equipping a modern Textbooks / CD Library.
4. Providing jobs to over 2,000 persons.
5. Pumping approx. 3 million US\$ in the Iraqi Economy.
6. Preventing the use of politically oriented or disagreed on religious content in the agreed on titles.
7. Promoting gender equality, democracy and peace as well as the right human, social and patriotic values.
8. Building the capacity of 14 MOE textbooks designers and 10 MOE textbooks educational experts (heads of authoring committees) including introducing them to the international standards and the latest theories and concepts in their fields.
9. Formulating a National Textbooks Policy.
10. MOE approval of new critical projects for the capacity building of the textbooks sector.

**Major constrains :**

1. Security situation in Iraq (curfews, transportation restrictions as well as criminal activities).
2. Communication system. UNESCO had to send all messages to MOE by email and deliver a copy by hand through its Baghdad team to insure delivery.
3. Electricity shortage (available approx. 4 hours / day) and limited supply of fuel for generators.
4. MOE staff capacity, procedures and commitments.
5. Commitment of Iraqi printing presses.
6. Limited storage capacity and facilities at warehouses.

**Lessons learned and Recommendations:**

1. MOE needs to plan its Textbooks production and distribution activities earlier.
2. The current Iraqi School Curricula needs major revision and updating.
3. All textbooks titles should be edited and saved on CDs.
4. A complete data base of all potential Iraqi printing presses should be created and updated annually by MOE.
5. Designing and implementing capacity building projects / activities for MOE educational experts / committees / staff responsible for the development of curricula, textbooks, educational aids and school activities is critically required.
6. Designing and implementing special projects for the renovation / building and equipping of modern MOE textbooks warehouses at MOE central warehouses and in all DOEs including building the capacity of staff.
7. MOE should avoid assigning too many projects or tasks to limited No. of focal points / coordinators.
8. Designing and implementing projects / activities for the capacity building of MOE teachers and educational supervisors at schools to develop their skills and knowledge as per the new curricula and textbooks.

**Key partnerships and inter-agency collaboration, impact on results:**

UNESCO and MOE were the major partners in this project; however, and since similar projects have been implemented in the past by the World Bank, UNICEF and the USAID, UNESCO maintained a close cooperation with these agencies.

**Highlights and cross cutting issues pertinent to the results e.g. gender disaggregation, policy engagement and participation of the public:**

The project addressed the needs of the Iraqi society and supported the governments' efforts in providing stability and security as well as developing the socio-economical sectors in the country.

Some of the major effects of the project on the people of Iraq are:

1. Supporting basic education by providing students all over Iraq with textbooks – equality in distribution (social, political stability, security, development factor).
2. Promoting gender equality, democracy, peace, environmental concerns and human rights – revision of textbooks (social, security, political stability, and development factor).
3. Preventing the use of politically oriented or disagreed on religious content – revision of textbooks (social, political stability, security, development factor).
4. Promoting the right social, human and patriotic values such as respecting and accepting the multi ethnic / culture Iraqi social texture, freedom of expression...etc - revision of textbooks (social, political stability, security, development factor).
5. Creating jobs for over 2,000 persons (social, economical factor).
6. Pumping approx. 3 million US\$ in the Iraqi economy – contracts / procurement (social, economical, development factor).
7. Giving MOE experts the technical capacity to develop curricula and textbooks scientific contents – Pre-Press Activities (development, social factor).
8. Capacity building of MOE in the field of Textbooks production and distribution - Pre-Press Activities, Textbooks / CDs Library and workshops (development, social factor).
9. Formulating a comprehensive policy for developing textbooks based on an analytical, need assessment study – (development, social, policy factor)

**Remarks:**

- a. Although the project was designed and implemented in close cooperation with MOE, the Iraqi private sector was intensively involved. Production of CDs (1 Iraqi Prepress Centre), printing operations (18 Iraqi presses), shipping operations from central warehouses to DOEs warehouses (1 Transportation Company), suppliers of furniture (4 Iraqi Suppliers) and suppliers of professional equipment (4 Iraqi Suppliers) were the major Iraqi private sector participants.
- b. UNESCO requested gender equality in nominating workshops' participants by MOE. Female participants represented minimum 40% of the total No. of participants at all times.
- c. The deteriorating security conditions were dealt with case by case according to its effect on the project implementation. Some of these effects were expected but others, such as Amman hotel explosions, were not and UNESCO had to deal with it when it took place (please check project management arrangements, project activities and project implementation sections for more information).



## IV. Follow up actions and sustainability

**Priority actions that should be supported/implemented following completion of project to build on achievements and partnerships rectify shortcomings encountered and use the lessons learned during the project with strong emphasis on achieving sustainability of the outcomes:**

The implementation of the project showed the real need to develop school curricula as well as the production and distribution of school textbooks. Although the project activities, in this regard, were successfully implemented, MOE still needs a lot of assistance in this field.

At the end of the project, 4 new capacity building projects were suggested and approved by MOE. These projects are:

1- A project for developing school curricula aiming mainly at:

- 1.1 Building the capacity of MOE curricula education experts.
- 1.2 Designing and implementing a mechanism to analyze, develop, evaluate and follow up the performance of these experts.

2- A project for developing textbooks production and distribution as well as educational aids aiming mainly at:

- Building the capacity of MOE Authoring Committees.
- Designing and implementing a mechanism to analyze, develop, evaluate and follow up the performance of the Authoring Committees.
- Building the capacity of MOE Educational Aid Specialists.
- Develop the Educational Aid methods and tools to integrate with the new textbooks.

3- A project for developing printing operations aiming mainly at:

- Building the capacity of MOE staff responsible for planning, supervision and managing the textbooks printing operations.
- Building the capacity of Iraqi private printing presses staff (socioeconomic factor).
- Carrying out a feasibility study for establishing and equipping a printing press for MOE.

4- A project for developing storage and logistics operations aiming mainly at:

- Carrying out a comprehensive study and implement activities for the renovation and equipping of the textbooks' central and DOEs warehouses.
- Building the capacity of MOE staff responsible for the textbooks storage and logistics operations.

These suggested projects are to be designed and presented to Cluster - B later on.

**Indication of major adjustments in the strategies, targets or key outcomes and outputs:**

No major adjustments took place regarding the key outcomes and targets; however, implementation strategies were modified according to the variables on the ground and to the risk factors caused by the deteriorating security conditions.

**Estimated Budget required:**

No budget required for this project; however, the estimated budget required for the 4 suggested projects would be:

- 1- A project for developing school curricula (Phase I): US\$ 4,000,000 (Four Million)
- 2- A project for developing textbooks production and distribution as well as educational aids:  
US\$ 4,000,000 (Four Million)
- 3- A project for developing printing operations: US\$ 3,000,000 (Three Million)
- 4- A project for developing storage and logistics operations: US\$ 16,000,000 (Sixteen Millions)

## Annex 1 Key Performance Indicators – Log Frame Matrix

Objectives	Measurable indicators	Means of verification	Outcomes
<p><u>Development Objective:</u></p> <p>Improving Quality Education of schools at primary, lower secondary and secondary level in Iraq.</p>	<ul style="list-style-type: none"> <li>- Students' evaluation tests.</li> <li>- Flow Rates (Cohort Analysis).</li> <li>- Productivity of MOE textbooks sector (qualitative and quantitative)</li> </ul>	<ul style="list-style-type: none"> <li>- Standard tests on students' samples.</li> <li>- Annual school survey</li> <li>- Annual MOE textbooks sector report.</li> </ul>	<p><u>Key project outcome against agreed benchmarks including the JNA and NDS where possible:</u></p> <p>Basic education supported by printing and distribution of 9 million school textbooks and capacity building of MOE textbooks sector. The achieved results fits well with:</p> <ul style="list-style-type: none"> <li>- The UN Joint Needs Assessments: <ul style="list-style-type: none"> <li>1. Provision of teaching and learning materials for primary, intermediate and secondary</li> <li>2. Capacity building of Ministry of Education (MOE) and Directorates of Education (DOEs).</li> </ul> </li> <li>- The UN Assistance Strategy for Iraq (2005-2007): <ul style="list-style-type: none"> <li>1. Improve participation and completion at all levels of education in Iraq while ensuring adherence to quality, standards and achievement of expected learning outcomes.</li> <li>2. Support and inform policy development.</li> <li>3. Strengthening service delivery.</li> </ul> </li> <li>- The UN Assistance Strategy for Iraq (2006 – 2008): Support to Provision of Basic Social Services (Basic education services, mainly at Primary School level)</li> <li>- EFA Goals: Progress towards better quality of education.</li> <li>- MDGs: Achieve universal primary education.</li> <li>- NDS: Modernize the outdated education system.</li> </ul>
<p><u>Immediate Objectives:</u></p> <p>1. Printing and countrywide distribution of approximately 9</p>	<ul style="list-style-type: none"> <li>- Average numbers of textbooks per student.</li> <li>- Textbook titles per student.</li> <li>- No. and quality of newly</li> </ul>	<ul style="list-style-type: none"> <li>- Annual school survey</li> <li>- School records</li> <li>- MOE annual reports</li> </ul>	<p><u>Key outcomes against objectives:</u></p> <p>1.1 9 million school textbooks printed and distributed to 14,000 primary and secondary schools in 18</p>

<p>million textbooks.                  2. Capacity building of MOE textbooks sector.                  3. Strengthening the MOE capacity in formulating the national textbook printing and distribution policy.</p>	<p>produced titles and textbooks.</p>		<p>governorates.                  Prepress Centre established and equipped.                  Textbooks / CDs Library established and equipped.                  15 textbooks designers trained.                  10 educational experts (heads of Authoring Committees) trained.                  3.1 A comprehensive National Textbooks Policy formulated and approved</p>
<p><b>Projected Outputs:</b></p> <p>1. 9 million school textbooks were printed and distributed (39 Titles) to 14,000 primary and secondary schools in 18 governorates.                  2. Building the capacity of MOE in the field of textbooks production and distribution.                  3. Formulating a modern "National Textbooks Policy Document".</p>	<ul style="list-style-type: none"> <li>- Inventory of textbooks distributed by governorates and by school (delivery time and quantity)</li> <li>- Textbook standards and layouts (quality)</li> <li>- Textbooks productivity (new textbooks) / quality and quantity.</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic Monitoring reports</li> <li>- Photographs and videos</li> <li>- Print and non-print Media coverage.</li> </ul>	<p><b>Key outcomes against projected outputs:</b></p> <p>1.1 9 million school textbooks printed and distributed to 14,000 primary and secondary schools in 18 governorates.                  2.1 Prepress Centre established and equipped.                  2.2 Textbooks / CDs Library established and equipped.                  2.3 15 textbooks designers trained.                  2.4 10 educational experts (heads of Authoring Committees) trained.                  3.1 A comprehensive National Textbooks Policy formulated and approved</p>

## Annex 2 PROJECT COSTS

CATEGORY	UNDG ITF approved budget	Actual COST	Percentage of Approved	Budget Revision approved (give date)	Percentage of revision
<b>1. Personnel</b> • including staff and consultants	349,000	205,481.47	58.88 %	5 <sup>th</sup> Feb. 2006 Decrease 125,000	- 1.76 %
<b>2. Contracts</b> • including companies, professional services, grants	5,870,000	5,770,431.07	98.30 %	-	-
<b>3. Training</b>	250,000	104,886.48	41.96 %	-	-
<b>4. Transport</b>	-	-	-	-	-
<b>5. Supplies and commodities</b>	-	-	-	-	-
<b>6. Equipment</b>	-	146,075.23	Of the reallocated budget 64.9 %	5 <sup>th</sup> Feb. 2006 Increase 225,000	+ 3.17 %
<b>7. Travel</b>	120,000	17,921.85	14.94 %	5 <sup>th</sup> Feb. 2006 Decrease 100,000	- 1.41 %
<b>8. Security</b>	130,550	3,582.92	2.74 %	-	-
<b>9. Miscellaneous</b>	51,000	37,232.95	73.00 %	-	-
<b>10. Agency Management Support</b>	329,450	314,080.03	95.33 %	-	-
<b>Total Expenditure</b>	<b>7,100,000</b>	<b>6,599,692.00</b>		-	-

**Annex 3 List of contract awards by procurement method****List of Major Contracts Awarded by Procurement Methods in US\$**

No.	Subject	Contract Ref.	Supplier	Amount	Country	Procurement Method
1	Printing Revision Copies from CDs	IRQ/PO/05/137	Graphic Master	614.75	JOR	DC
2	Printing Revision Copies from CDs	IRQ/PO/05/138	The Flame Graphic Art Centre	480.11	JOR	DC
3	Printing Revision Copies from CDs	IRQ/PO/05/135	UEM	104.2	JOR	DC
4	Textbooks Printing	IRQ/CO/05/169	Al-Adala Printing Press	40,362.87	IRQ	CB
5	Textbooks Printing	IRQ/CO/05/160	Abdul Samad Printing Press	45,609.92	IRQ	CB
6	Textbooks Printing	IRQ/CO/05/157	Al-Atlas Printing Press Co.	138,017.02	IRQ	CB
7	Textbooks Printing	IRQ/CO/05/153	Al Adib Printing Press	241,700.05	IRQ	CB
8	Textbooks Printing	IRQ/CO/05/154	Al-Aklaam Almutahida	181,777.28	IRQ	CB
9	Textbooks Printing	IRQ/CO/05/164	Al Diwani Printing Press Co.	154,742.38	IRQ	CB
10	Textbooks Printing	IRQ/CO/05/168	Al Diwan Printing Press	48,109.14	IRQ	CB
11	Textbooks Printing	IRQ/CO/05/166	Al Maaref Press	111,973.12	IRQ	CB
12	Textbooks Printing	IRQ/CO/05/156	Al Naizak Printing Press	176,808.16	IRQ	CB
13	Textbooks Printing	IRQ/CO/05/167	Al-Inaam Printing Press Co. Ltd	112,364.60	IRQ	CB
14	Textbooks Printing	IRQ/CO/05/162	Al Rasheed Press	31,342.50	IRQ	CB
15	Textbooks Printing	IRQ/CO/05/170	Al Sabaya Printing Press Co.	75,350.90	IRQ	CB
16	Textbooks Printing	IRQ/CO/05/158	Al Sadoon Printing Press	89,678.28	IRQ	CB
17	Textbooks Printing	IRQ/CO/05/163	Al-Wifaq Printing Co. Ltd	266,394.49	IRQ	CB
18	Textbooks Printing	IRQ/CO/05/155	Al-Husam Printing Press	175,323.46	IRQ	CB

19	Textbooks Printing	IRQ/CO/05/161	Hajer Printing Press	43,294.04	IRQ	CB
20	Textbooks Printing	IRQ/CO/05/165	Nabaa AlKaram Printing Co.	175,020.32	IRQ	CB
21	Textbooks Printing	IRQ/CO/05/159	Wasit Company for Printing	61,334.35	IRQ	CB
22	Textbooks Printing	IRQ/CO/05/126	Central Press	696,156.76	JOR	CB
23	Textbooks Printing	IRQ/CO/05/127	Int'l Printing House	50,970.15	EGY	CB
24	Textbooks Printing	IRQ/CO/05/125	Arab Printing Press	714,783.83	LEB	CB
25	Textbooks Printing	IRQ/CO/05/124	Oriental Press	1,975,374.74	UAE / BAH	CB
26	Transportation of Textbooks from Central Warehouses to DOEs warehouses	IRQ/PO/05/184	Al Rasoul Bureau	45,649.05	IRQ	CB
27	Textbooks Prepress operations - CD production of the 39 titles	IRQ/CO/05/117	Al-Wifaq Printing Co. Ltd	25,106.73	IRQ	CB
28	Air Conditions - Prepress Centre	IRQ/PO/06/054	Wadi Al - Sarhan	2,415.00	IRQ	CB
29	Furniture - Prepress Centre	IRQ/PO/06/077	URUK Furniture	3,993.00	IRQ	CB
30	IT Equipments- Prepress Centre	IRQ/PO/06/086	Al-Gaith Co	11,400.00	IRQ	CB
31	IT Equipments- Prepress Centre	IRQ/PO/06/087	Modern Systems & Computer Trade	92,750.00	JOR	CB
32	Renovation of Prepress Centre	IRQ/PO/06/079	Al- Mustafa Bureau	1,925.00	IRQ	DC
33	Prepress Training Workshop Fees	IRQ/PO/06/090	Al-Qudus College	30,000.00	JOR	CB
34	Transportation of trainees - Prepress Training Workshop	IRQ/PO/06/094	Al-Qudus College	395.48	JOR	DC
35	Library Furniture - Textbooks / CDs Library	IRQ/PO/06/078	URUK Furniture	6,674.00	IRQ	CB
36	Moguette for Library - Textbooks / CDs Library	IRQ/PO/06/082	Yongda Office Furniture	1,092.00	IRQ	CB

37	Metal Curtain for Library - Textbooks / CDs Library	IRQ/PO/06/075	Al-Karar for Furniture	900	IRQ	CB
38	Photocopier & Spare Parts - Textbooks / CDs Library	IRQ/PO/06/076	Al-Fadhil Int. Trading Co.	1,300.00	IRQ	CB
39	Printer & Spare Parts - Textbooks / CDs Library	IRQ/PO/06/081	Al- Gaith Co	2,390.00	IRQ	CB
40	Renovation of Textbooks / CDs Library	IRQ/PO/06/080	Al- Mustafa Bureau	2,150.00	IRQ	DC
41	Air Conditions - Textbooks / CDs Library	IRQ/PO/06/093	Wadi Al - Sarhan	2,145.00	IRQ	CB
42	IT Equipments- Textbooks / CDs Library	IRQ/PO/06/097	Al-Thakira for IT & Software	23,960.00	IRQ	CB
43	Metal Doors for Textbooks / CDs Library & Prepress Centre	IRQ/PO/06/127	Al-Mustafa Factory	680	IRQ	DC
44	Translation of Documents	IRQ/PO/06/151	Al-Oula Events	522.6	JOR	LTA
45	Designing & Printing of Fact Sheets	IRQ/PO/06/171	Media Plus	5,014.12	JOR	CB
<b>Total Amount</b>				<b>5,868,149.40</b>		

**CB:****DC:****LTD:****Competitive Bidding****Direct Contracting****Long Term Agreement**