



**Strategic Plan  
Improve Quality and Access to Education**

**1 April – 30 June**

No.	Key Task / Supporting Task	Status	
<b>1.</b>	<b>Reorganize and staff the Ministry of Education</b>		
1.1	Evaluate Inspector General's progress in establishing procedures for monitoring the Ministry of Educations' priorities.	OT	G
1.2	Refine and expand the Education Management System	OT	G
1.3	Implement plan and establish 162 model schools (Laboratories of Excellence)	OT	G
1.4	Continue capacity building in the Ministry for Educational planning and financial management.	OT	G

No.	Key Task / Supporting Task	Status	
<b>2.</b>	<b>Rehabilitate school buildings and build new schools</b>		
2.1	Restore water and sanitation services to schools (under contract to be issued and paid for supplemental funds)	NS	G
2.2	Continue rehabilitation of schools scheduled for competition under the supplemental funds program.	IP	G
2.3	Monitor plan for securing funding from World Bank and other donors for rehabilitating and reconstructing 10,000 schools and rebuilding 4500 new schools	OT	G
2.4	Distribute computers to schools and administrative offices.	NS	G

No.	Key Task / Supporting Task	Status	
<b>3.</b>	<b>Advance the national dialogue that will lead to curriculum reform</b>		
3.1	Establish and Announce Commission on Curriculum Reform.. Reforming curriculum involves emerging in two year dialogue and attaining some sort of concensus, not always easy in a new Iraq.	NS	G
3.2	Senior Advisor office to provide technical assistance to Commission.	NS	G
3.3	Plan annual text book printing and distribution plan, beginning with 2004-2005 school year.	OT	G
3.4	Monitor school attendance, especially for girls, to ensure that rates are improving.	NS	G
3.5	Begin broad casting weekly TV/radio programs on educations topics and education reform process.	OT	G

No.	Key Task / Supporting Task	Status	
<b>4.</b>	<b>Continue to expand teachers training</b>		
4.1	Develop primary teacher training (based on model created for training of secondary school teachers). Half of primary teachers will be trained by June.	IP	G
4.2	Using assessment of teacher requirements and qualifications, reorganize and re-staff training institutes. Develop a training schedule for delivering teacher training nation wide.	IP	G

C = complete    IP = in progress    OT = on target    NS = not started



Document #11

08-F-0245

**Strategic Plan  
Improve Quality and Access to Education**

**1 January – 31 March**

No.	Key Task / Supporting Task	Status	
<b>1.</b>	<b>Reorganize Quality and staff the Ministry of Education</b>		
1.1	Ensure that systems and programs are in place for financial management and educational planning.	OT	G
1.2	Complete education management information System (EMIS) data base, which tracks 57 indicators of all Iraqi schools by March 31.	IP	Y
1.3	Establish an IG position and appoint by March 31.	C	G

No.	Key Task / Supporting Task	Status	
<b>2.</b>	<b>Rehabilitate school buildings and build new schools</b>		
2.1	Identify geographic-based needs for schools and these that need rehabilitation.	C	G
2.2	Ministry of Education a set of key buildings standards against which schools will be inspected.	C	G
2.3	Schedule the first 1000 primary and secondary schools for rehabilitation under the supplemental funds program.	IP	G
2.4	Create plan for distribution of computers to schools and administrative offices.	OT	G
2.5	Create plan for securing funding from World Bank and other donor for rehabilitating and reconstructing 10,000 schools and rebuilding another 4 4,500 schools.	IP	G

No.	Key Task / Supporting Task	Status	
<b>3.</b>	<b>Advance the national dialogue that will lead to curriculum reform</b>		
3.1	Continue a dialogue of education reform in a series of reforms and the medial through Iraq.	IP	G
3.2	Develop weekly TV/radio programming on education topics and the reform process.	NS	G
3.3	Develop a plan for establishing TV programs for preschool children and their families.	IP	G

No.	Key Task / Supporting Task	Status	
<b>4.</b>	<b>Continue to expand teachers training</b>		
4.1	Continue teacher training program. Master trainers will train 32,000 secondary teachers by end of March.	C	G
4.2	Begin plan to assess teacher requirements and qualifications.	OT	G
4.3	Reorganize and re-staff training institutes. Develop training schedule for delivery teacher training notion wide.	IP	G

C = complete      IP = in progress      OT = on target      NS = not started

1 April - 30 June

- ① 1. Evaluate Inspector General's progress in establishing procedures for monitoring MOE's priorities. OT
2. Review and expand the EMIS OT
3. Implement plan and establish 162 model schools (Laboratories of Excellence) OT
4. Continue capacity building in the Ministry for educational planning and financial management. OT

- ② 1. Restore water and sanitation services to schools NS
2. (under contracts under contracts to be issued and paid for supplemental funds)
2. Continue rehabilitation of School scheduled IP for completion under the supplemental funds program.
3. Monitor plan for securing funding from World Bank and other donors for rehabilitating and reconstructing 10,000 schools and rebuilding 4500 new schools. OT
4. Distribute computers to schools and administrative offices. NS

- ③ 1. Establish and announce Commission on Education and Curriculum Reform. Reforming curriculum involves engaging in a two year dialogue and attaining some sort of consensus, not always easy in the new Iraq. N
2. Senior Advisor office to provide technical assistance to commission. N:
3. Plan annual textbook printing and distribution plan, beginning with 2004-2005 school year
4. Monitor school attendance, especially for girls, to ensure that rates are improving
5. Begin broad casting weekly TV/Radio programs on educational topics and education reform process

- ④ 1. Develop primary teacher training (based on model for created for training of secondary school teachers). Half of primary teachers will be trained by June. N
2. Using assessment of teacher requirements and qualifications, reorganize and re-staff training institutes, develop a training schedule for delivering teacher training nationwide. N:

IP - in progress ~~process~~ PROCESS  
OT - on target  
NS - not started

3. 1. Continue a dialogue of Education reform in a series of reforms and the media through Iraq.
2. Develop weekly TV nodes programming on education ~~topics~~ and the reform process.
3. Develop a plan for establishing TV programs for preschool children and their families

4. 1. Continue teacher training program. Master trainers will train 32,000 secondary teachers by end of March.
2. Begin plan to assess teacher requirements and qualifications.
3. Reorganize and re-staff training institutes. Develop training schedule for delivering teacher training nationwide.

- 1- January - 31 March
- ① 1. Ensure that systems and programs are in place for financial management and educational planning
  2. Complete education Management information system (EMIS) data base, which tracks 57 indicators of all Iraqi schools by March 31
  3. Establish an ICB position and appoint by March 31.
  - 4.

- ② 1. Identify geographic-based needs for schools and those that need ~~reconstruction~~ rehabilitation.
2. Ministry of ED a set of key building standards against which schools will be inspected
3. Schedule the first 1000 primary and secondary schools for rehabilitation under the supplemented funds program
4. Create plan for distribution of computers to schools and administrative offices
5. Create plan for securing funding from World Bank and other donors for rehabilitating and reconstructing 10000 schools and rebuilding another 4500 schools

Click on key task (displayed automatically by QTR)

Click new for each task  
Edit

KEY TASK / SUPPORTING TASK

## 6. Improve Quality and Access to Education

1. Reorganize and staff the Ministry of Education
2. Rehabilitate school buildings and build new schools
3. Advance the national dialogue that will lead to constitutional reform.
4. Continue to expand technical training

~~It's a mess for trying~~  
- thanks for getting everything organized

Mem - working for each

B - Starting from scratch?

- Different govt. objectives
- personality traits in people over here
- ~~personality~~
- historic relations with Iraq when I return
- speculation of people

(b)(6)



KUM: 3/17

INFA: 3/17

991

36

(b)(6)

- BUDGET MONITOR

Orig 3-23-04 12:49

### Home Page

VIEW

#### Updated Strategic Plan: Towards Transition

- The CPA Strategic Plan
- The Strategic Plan
- Essential Services

1. Improve Quality & Access to Education  
3 objectives
2. Rehabilitate school buildings and Build new Schools  
5 objectives
3. Advance the national dialogue that will lead to curriculum reform.  
3 objectives
4. Continue to support teacher training  
3 objectives

### Home Page

#### update Strategic Plan: Towards Transition

EDIT

- The CPA Strategic Plan
- The Strategic plan
- Go to strategic plan web site
- LOGIN
- Strategic plan
- (Select ▼ • Essential Services ▼

# Strategic Planning

- should be

View Strategic Plan (VIEW)

~~Strategic Plan Web Site~~  
ESP

① UPDATED STRATEGIC PLAN:  
TOWARDS TRANSITION

② CPA STRATEGIC PLAN

CPA Strategy  
③ THE STRATEGIC PLAN  
ANNALS MILESTONE  
CHARTS

Strategic Plan

④ Essential Services



~~Strategic Plan~~ (Updated Friday)  
EDIT

Reporting Process  
Essential Services  
Education  
View

Need to get input from MOE  
before submitting

- Requested as of 3/15/04
- Weekly updates - 6:00 AM Thursday
- Monthly updates - 6:00 AM
- 6:00 25 Mar 04
- " 29 April 04
- " 27 May 04

14  
22  
15  
12  
53

24  
15  
55

(b)(6)

ED meeting  
limited to  
3 persons  
b(6)

Date & Change  
03/28 & 29/04 attend one of two  
2 civil service training workshops  
Attendance of DGs and IG  
3-25-04

Sent to

Copy

(b)(6)

REMIND  
(b)(6)

b(6)

b(6)

(b)(6)

TO TITLES  
DC/IG NAME individuals of key cover  
attend with dg  
or just one

Delivering Hard Government Workshop

**Strategic Plan  
Improve Quality and Access to Education**

**Ministry of Education**

- 1) Obtain Ministry Headquarters Building in Baghdad.
- 2) Rehabilitate 1000 schools by January and engage in the rehabilitation and reconstruction of at least 1000 more by March. (A total of 10,000 schools must be rehabilitated over the next 4 years and another 4500 new schools added to the inventory.)
- 3) Develop Primary teacher training that is equal in quality to the High School Master Training underway since September; half of primary teachers to be trained by June.
- 4) Launch the national dialogue on education (curriculum) reform, expected to be at least a two-year program.

Other issues that can be considered high priority are:

- De-Baathification
- Assessment of actual teacher requirements and qualifications
- Creation of the Educational Management Information System



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

March 15, 2004

FOR: Strategic Plan Objective Holders and Designated Representatives.  
FROM: Director Policy Planning and Analysis - (b)(6)  
SUBJECT: The CPA Strategic Plan - Planning and Reporting Process.

Introduction

1. Directors, Senior Advisors and CJTF-7 C-5 were advised by an Action Memo, dated 15 January 2004, of the Strategic Plan reporting process that would drive forward delivery of our priority objectives enabling the CPA and CJTF-7 executive leadership to better monitor and so manage progress. Since then the Strategic Plan has migrated to the Oracle database, some necessary modifications to the reporting process have been made and there has been a change-over of some of the personnel involved in planning & reporting. Unfortunately, these changes have led to a decline in familiarity with the correct reporting process, and consequently, I believe it timely to issue a reminder of the reporting requirements and the process to be followed, particularly as we are soon to enter the last quarter before TOA when progress monitoring of the Plan will be increasingly important.

Weekly Reporting

2. Weekly reporting is required to be done by Objective Holders, or their designated representatives, against the Tasks within the Strategic Plan. Every week each Strategic Plan Objective Holder (e.g. Governance, Strategic Communications) is to update the Strategic Plan database, providing:
- i) a status narrative entry against each Supporting Task. The narrative will cover a) whether progress is on schedule and b) any appropriate significant events (significant events may include those that occurred during the reporting period, and/or events that will occur that should be brought to the attention of management).
  - ii) a color code at Supporting Task, Key Task and Objective level. (Unfortunately, since migration to the Oracle database, this function has been available only for Supporting Tasks; however, the system is being modified to allow Objective holders to make the complete selection. Completion of the work is expected by 18 March. In the meantime, please contact Wg Cdr (b)(6) in OPFA to discuss allocation of color codes to Objectives and Key Tasks). 36

UNCLASSIFIED

UNCLASSIFIED

3. The information required is to be collated during the week and input by Objective Holders or their designated representative directly to the Strategic Plan by latest 1800hrs every Thursday. The Strategic Plan inputs will be reviewed by OPPA on Friday. A further Review Meeting will be held Friday at 1430hrs to validate the inputs.<sup>1</sup>
4. On the basis of the inputs, a Strategic Plan Status Check will be drafted by OPPA and briefed to the Executive Board on Sunday. The Status Check will provide an overall synopsis of significant activity by Core Foundation and also highlight those significant tasks that are Red or Amber. Also, the Executive Board briefing will focus on CPO ministries and COO, respectively, on alternate weeks. Prior to each meeting OPPA and the Executive Board will determine on which Ministry to focus. This will enable the Executive Board to focus upon areas where there are problems with the implementation of the Plan.

Monthly Reporting

5. During the last week of each month OPPA will collate changes to the Plan and produce an updated hard copy Strategic Plan for Ambassador Bremer for the forthcoming month. The updated copy will be issued with a covering memo detailing key changes to the Plan in the preceding month and likely areas of risk. Consequently, Objective Holders are to ensure that any agreed updates to the Plan itself as well as updates to status narratives for that week are completed by 1800hrs on the last Thursday of each month at the latest.

Conclusion

6. The combination of the existing daily reports to COO and CPO and the process of regular updates to the Strategic Plan will provide a wealth of material from which reports can be extracted at varying levels of granularity. In addition to the overviews for the Executive Board, IMU will be able to produce narrative reports for customers in Washington. CPO, COO and CJTF-7 (C-9) will also have access to the data they need to conduct more detailed analysis of developments in particular areas of concern. The OPPA PoC for help with access to the Strategic Plan is Wg Cdr (b)(6) 64

Action

7. As we work towards the 30 Jun deadline we have a good overall plan. In order to improve implementing plans, synchronize our efforts, focus on problem areas and report our progress to the world, we must report progress on our objectives, key tasks and supporting tasks on a weekly basis. Each ministry and Strategic Plan Objective Holder must engage to track and report on the plan. The next weekly update to Status Narratives is due by 1800hrs on Thursday 18 March 2004 and then each Thursday thereafter. For the monthly update of the Plan for Amb Bremer, Objective holders or their designated representatives should ensure updates (if applicable) are completed by 1800hrs on the last Thursday in each month. The table overleaf provides a ready reference:

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<sup>1</sup> Comprising: OPPA, IMU, Working Group leaders, COO & CPO.

UNCLASSIFIED

Weekly updates to Status Narratives are due to be input by latest:	1800hrs each Thursday
Monthly updates to the Plan itself (if applicable) should be completed by latest:	a. 1800hrs Thurs 25 Mar 04. b. 1800hrs Thurs 29 April 04. c. 1800hrs Thurs 27 May 04.

(PoC if difficulties are experienced is [Wg Cdr (b)(6) Cell Phone (b)(6)] 36

UNCLASSIFIED



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(PoC if difficulties are experienced is Wg [b(6)] Cell Phone [b(6)] B6  
b(6)



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

March 27, 2004

Director General of Budget  
Ministry of Finance  
Baghdad, Iraq

Dear Sir:

This letter requests the additional allocation of **49,200,000,000** dinars to the 2004 MoF budget to pay for the salaries of ICDC guards. In addition, we request the additional allocation of **12,528,011,800** for FPS salaries for January and February.

Please instruct the DG of Accounts to instruct the Central Bank to transfer dinars to the main branches of the Rasheed and Rafidain Banks with instructions to credit the Treasury accounts across the country according to the attached table.

Please also instruct the DG of Accounts to instruct the Treasurers to release the funds according to a letter and table of names that will be signed by CJTF-7 and the CPA/OMB.

Thank you for your attention to this matter.

Sincerely,

(b)(6)

Director  
Office of Management and Budget

cc: DG of Accounts



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

DRAFT

March 27, 2004

Budgets Departments and  
Accounts Department  
Ministry of Finance  
Baghdad, Iraq

Dear Sirs:

This letter requests the additional allocation of **3,370,230,240** dinars to the 2004 MoF budget to pay for FPS salaries for March and the remainder of the year. The monthly allocation for March will need to be dated as of March 1. This increase resulted from a lower estimate of FPS guards needed for Baghdad and an increase in FPS guards TOAd from the military. We have exhausted MoE's operating budget reprogramming opportunities. We understand that this increase can be covered by reallocating existing FPS budget from one ministry to another.

Thank you for your attention to this matter.

Sincerely,

(b)(6)

Ministry of Education

cc: DG of Accounts

Strategic plan

MARCH 2004

- Minister of Education Dr. Ala'din Alwan held a press conference for Arab and international press on March 7, to review the six-month march toward education reform that has occurred since September 2003 and a four-year plan for future reforms. The Minister released the Ministry's situation analysis (in Arabic and English), published earlier this month. More than 25 print and electronic media representatives attended.
- Ministry of Education curriculum specialists met with UNESCO experts in a workshop on curriculum reform March 18-19, 2004.
- A team of Ministry of Education employees attended a World Bank workshop on textbook procurement, school rehabilitation, contracting, finance and administration, and project management.
- The Ministry developed a committee charged with redesigning the Ministry's Teacher Training Institute, composed of teachers, training institute staff, and curriculum specialists. The committee has met through March.

ed reform

ed reform

capacity #1

teachers

Identified <sup>a</sup> ~~three~~ Ministry Engineers <sup>q</sup> who will work in PMO for the Ministry to coordinate school rehabilitation process across Iraq under the Supplemental Budget. ~~These employees will be the key MoE link between the various contractors, Headmasters, Provincial DGs and other community members in preparing for and completing \$88 million rehabilitation program.~~

rehab this

- DGs ~~will be asked to~~ <sup>d</sup> validate final list of schools for Supplemental at <sup>mark</sup> monthly DG meeting tomorrow; PMO staff to attend. <sup>rehab schools</sup>

- Minister hosted International organizations UNICEF, UNESCO, World Bank, and British Council in Amman to facilitate donor coordination to the Education Ministry - this was a follow-up to his meeting in November. He began ~~discussions about methodologies for curriculum reform.~~ <sup>capacity</sup>

- The Ministry selected members of MoE staff to attend Ministry-specific training offered by the World Bank in preparation for receipt and management of Emergency Grant. The training topics include textbook printing, procurement, school rehabilitation, finance and project management.

med

Essential Services, Week Ending Friday, March 19, 2004

- The Ministry of Education has projected that nearly 200,000 teachers need to be trained in curriculum delivery, classroom management, and new curriculum content over the next three years. This number includes 7,000 teachers, fired by the previous regime and recently rehired and approximately 43,000 primary and vocational teachers to be trained in 2004-2005. The Ministry has formed a committee that is designing a new training program to meet this need.
- The Ministry of Education has been invited to assist and support a Ministry of Labor and Social Affairs' program designed to reintegrate militia members into Iraq's workforce. The Ministry of Education would provide adult literacy classes in vocational training centers in the north as soon as facilities have been rehabilitated. Another joint effort of the two ministries is a pilot project to train 60 adults at the Ministry of Labor's vocational center. The Ministry of Labor would pay travel expenses for the participants. The Ministry of Education would screen the participants for literacy level and then place them in training classes according to the appropriate level. This program would then be taken up north.
- A team of MoE staff completed a World Bank workshop on textbook procurement, school rehabilitation, contracting, finance and administration and project management.
- The Ministry's curriculum specialists attended a UNESCO sponsored-workshop on curriculum development. UNESCO has agreed to present a paper for the Ministry's national forum on education reform, scheduled March 30-31 in Baghdad.