

PD-ACT-119

Textbooks and Learning Materials Program Zambia

Grant No.: RLA-A-00-05-00073-00

**Quarterly Report
July – September 2006**

**Submitted to:
United States Agency for International Development
African Education Initiative
1300 Pennsylvania Avenue, NW
Washington, DC 20523**

**Submitted by:
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**Mississippi Consortium for International Development
Textbooks and Learning Materials Program – Zambia**

**Quarterly Report
July 1 – September 30, 2006**

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Mississippi Consortium for International Development Textbooks and Learning Materials Program – Zambia

Grant No.: RLA-A-00-05-00073-00

Quarterly Report July 1 – September 30, 2006

I. Activities Undertaken During Reporting Period

A. New Activities Undertaken During the Current Reporting Period

Launch

The Zambia TLMP Launch took place on Thursday, September 21, 2006. The Guest of Honor was Mrs Lilian Kapulu, Permanent Secretary, Ministry of Education. There were over 140 invited guests which included local schoolchildren and their teachers. The Launch was organized by a committee consisting of MCID and MOE representatives. Dr. Ally Mack, MCID's Executive Director, and Dr. Vivian Taylor, TLMP Project Director, traveled to Zambia for this event.

Three schools, Kabulonga Girls High School, Kabulonga Boys High School, Jacaranda Basic School and Prince Takamado Basic School, were invited to participate at the Launch Event. The students from the Kabulonga schools sang the National Anthem to open the event. They also displayed a sketch entitled, *Cross-Cutting issue of HIV/AIDS*. The students from Jacaranda Basic recited a poem entitled, *Mathematics For Everyone*. The students from Prince Takamado portrayed a sketch entitled, *The Agony of Sharing Books in Schools*.

During the Launch, Dr Ally Mack and Ms Mutinta Mweembe, Chief Curriculum Specialist, CDC/MOE, presented Participation Certificates to the Zambia Technical Team, the CDC Sub-Committee Members, and the four presenters who took part at the Retreat at Ibis Gardens in June 2006. (See Attachment A for a copy of the invitation, program and photos.)

Writer's workshops and meetings

A meeting was held July 13 – 14, 2006 for the technical team that will develop the 5th grade math technical team. This meeting produced the scope and sequence for the Grade 5 book. A workshop will be held November 13 for five days for the writers, editors and artists for the 5th grade Math book.

The 4th Grade Textbook team met on September 9th to create a cover design. This design, though not final, was used for copies of the text that were displayed at the Launch. Dr. Taylor held a meeting with the Team on September 20th and 23rd to review the final draft of the textbook and to go over cover designs. One important issue that has taken some extra time and effort has been the inclusion of the cross cutting themes such as HIV/AIDS, gender and life skills. The US team added references to these issues during their review.

4th Grade Math Textbook

The textbook has been reviewed and revised by both the US and Zambian team. It was written entirely by Zambians. The Editor-in-Chief has submitted her final comments to the Project Director and Lead Writer. Those corrections have been made and the Curriculum Development Center of the MOE is currently reviewing the draft. A copy of the manuscript was displayed at the Launch. The preface is also complete.

The Teacher's Manual has been drafted and is in the vetting process.

The ISBN number will be obtained by the CDC. MCID's program coordinator and the MOE's Chief Curriculum Specialist are working on this.

TLMP Newsletter

The first issue was printed in September. A copy is attached to this report.

Donations

Following an alert by Freeman Daniels, MCID made contact with the Brother's Brother Foundation in regard to securing textbooks and other instructional materials. MCID did miss the first deadline awaiting information from the MOE in Zambia. However, there will be another opportunity around mid-October.

Dr. Taylor secured a donation from her church for the TLMP program. These funds will go directly towards textbooks/materials or their distribution.

B. Project Management

1. Human Resource Deployment

There are no changes in staff at the time of this report.

2. Home and Field Office Management Activities

All offices are operational with no problems.

3. Field Visits

Dr. Vivian Taylor and Ally Mack, MCID's Executive Director, traveled to Zambia September 18 – 23 for the launch. In addition, they met with MOE and USAID officials.

4. Interaction with USAID (Washington and Country Office)

As always, the USAID/Lusaka and Washington offices provide quick responses to questions and requests.

C. Technical Assistance Received and Improvements

Not applicable during this period.

D. Partnership Interaction

1. Operation of Program Advisory Committee (PAC)

The Permanent Secretary has informed MCID that she is waiting for the signing of the MOU before issuing the official letters of invitation for the PAC. However, the PAC has met officially one time and is kept abreast of all program activities. The PAC members were nominated based on MOE recommendations.

2. Form and Character of Consultation and Interaction with Partner Organizations

The MOU was approved by the Ministry of Justice for the Ministry of Education to sign – a standard procedure in Zambia for any of its Ministries. The MOU is now with the USAID/Lusaka Legal Department.

II. Monitoring and Evaluation Status

A. Progress towards Milestones (for past Quarter and upcoming 6 months)

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
MOU		January, 2006	October 2006	The MOU has been approved by the MOE and the MOJ – waiting approval by USAID – Legal Department	
Project Advisory Committee (PAC) established		Feb. 2006	October 2006		Candidates have been identified. Awaiting final approval by MOE. The first meeting was held May 3.
Publisher Identification	Zambian publishers will be sourced and assessed for capabilities. Regional publishers will also be identified as back-up. US Program Coordinator will travel to Zambia to assist in this process.	Mar. – May 2006	Apr. – October 2006	Pending	Introductory meetings began in May, June and September while the Project Director was in Zambia.
Scholarship awards for Zambia students	Program areas /disciplines for potential scholarships investigated	April 2006	April 2006	Two scholarships have been confirmed through Jackson State University. This information has been discussed with the PS.	

*Mississippi Consortium for International Development
4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
Development and Compilation of Learning Material	Authors will research, write, and compile textbook materials in concert with the editor-in-chief. This process will be driven by the priorities of the MOE reflected in the Activity Identification Design Plan. Materials will be relevant as a result of the continuous involvement and ownership of the MOE, PAC and other stakeholders.	Mar. – Sept. 2006	June – December 2006		The 4 th grade textbook was submitted to the CDC the end of September.
Distribution plan development	Distribution may be an issue. MCID will work with the MOE to review and revise their plan relevant to the anticipated materials.	May –Aug. 2006	November 2006		A plan has been drafted and companies identified.
Follow-up in-country visit for program director	CVs for writers, editors and graphic artists have been collected and reviewed Clearance granted	April 2006	April 2006		Visit successfully completed
Meet with the Permanent Secretary, her key staff and the Ambassador at the Zambia Washington Embassy	Contacts, made, approval for meeting, Itinerary and agenda planned	May 17, 2006	May 17, 2006		Complete
Supply in-country office with needed equipment, materials and supplies	Space granted by MOE/ CDC in March	March – April 2006	May 2006		Complete

*Mississippi Consortium for International Development
4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
Design of Learning Material	Authors are under contract and working on the first book, 4 th grade math.	Mar. 2006	May. 2006 June 2006	The first draft of the 4 th grade mathematics book is complete.	The US workshop was in April and the Zambian Writer's Workshop was held in June.
Writer's Workshop Retreat, and beginning of writing process	Technical assistance for intense day and night writing sessions ensues for MCID/USA and in-country team members to work under one umbrella. Guidance will also be provided by a consultant currently directing a TLMP program in Ethiopia. Participants identified, activities planned, logistics confirmed, and clearances approved	June 2006	June 2006	Complete	
Official Zambia Program Launch and Signing of MOU	Request for launch approved By Mission, Logistics planned and launch scheduled including guest list, venue, date, agenda and media coverage.	June 2006	September 2006 October 2006	The Launch occurred September 21, 2006 as described in the text above. The MOU is pending with USAI/Lusaka	
End of Third Quarter	Quarterly technical report submitted by July 20, 2006; quarterly financial reports/forms submitted by Aug. 14, 2006; MCID team will travel to Washington, DC for quarterly meeting with USAID program staff	July 20, 2006 August 14, 2006	July 20, 2006 August 14, 2006	Completed	Program Director and Coordinator
Scholarship application process	Criteria for scholarship and application process developed	July 2006	November 2006	Scholarships have been secured. Recruitment process will begin in November 2006	

*Mississippi Consortium for International Development
4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
Development and Compilation of Learning Material	MOE's curriculum standards have been reviewed and needs and targets identified for materials development. Authors will research, write, and compile textbook materials in concert with the editor in chief. This process will be driven by the priorities of the MOE reflected in the Activity Identification Design Plan. Materials will be relevant as a result of the continuous involvement and ownership of the MOE, PAC and other stakeholders.	August 2006	September 2006	The 4ht grade math text draft has been submitted to CDC. The accompanying teacher's manual has been drafted but still in the vetting process.	After CDC's changes have been included the field test will occur.
Distribution plan development	MOE's existing procurement & distribution plan has been secured and reviewed.	August 2006	November 2006	A plan has been written and companies identified. Meetings will occur in October and November with these companies that will assist. MCID is soliciting letters of commitment.	
Publisher Identification	List of recommended publishers gathered for Review.	August 2006	November 2006	The bid process is expected to actually begin in November when the text is near completion.	

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4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
Follow-up visit to Zambia for program monitoring and progress on materials development	The program director <i>and/or</i> at least one member of the MCID/USA technical team will return to Zambia to assess the materials development process, provide site-based technical assistance and begin the proofing and editing process along with the in-country team members.	August 2006	September 2006	Complete	The PD and MCID's Executive Director traveled to Zambia September 18 – 23, 2006
Editing and Pre-Approval Process By MOE	Materials have been developed & editors identified	Aug.-Sept 2006	November 2006	Pending	The 4 th grade text book has been submitted to the CDC
Bids solicited for publishing of approved manuscripts	Potential Publishers identified	August 2006	November 2006		
Screening and Approval Process	Manuscript draft completed	Sept. 2006	November 2006	Pending	The 4 th grade text book has been submitted to the CDC
End of Year One	The Annual Report covering Oct. 2005 – Sept. 2006, along with updated Year Two Work Plan, will be submitted to USAID; Financial reports will be submitted by Nov. 14, 2006	October 20, 2006	October 30, 2006		Report format received from Exegesis
Selection of Scholarship Award Recipients	Criteria for selection of 2 awardees established	October 2006	January – March 2007		

*Mississippi Consortium for International Development
4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
Follow up visit to Zambia to help facilitate and initiate the field testing process and begin writing the teacher's manuals	<p>Manuscript drafts have been prepared for field testing.</p> <p>Survey instruments, interview questions and pre- and post-test for students developed</p> <p>Clearance for travel obtained</p>	Oct. 2006	<p>January 2006</p> <p>October 2006</p>	<p>The field trials are expected in January. Though the text is expected to be ready before then, the holiday period will hold this up until late January.</p> <p>The Teacher's Manual for the 4th grade text has been drafted and is in the vetting process.</p>	
Pilot/Field Test and Trials	<p>October 1 through December 1, 2006 (two months) - Draft materials developed</p>	Oct. 2006	January 2006		
Return visit to Zambia for Post Pilot data collection and analysis, and completion of the revisions and editing process	<p>Manuscripts are ready for revision and final read</p>	Dec. 2006	March 2006		
Revision and Final Editing and Post MOE Approval	<p>Manuscripts have been developed & piloted</p>	Dec. 2006	April 2006		
End of First Quarter Year 2	<p>Quarterly financial reports/forms submitted by February 14, 2007; MCID team will travel to Washington, DC for quarterly meeting with USAID program staff</p>	December 2006	December 2006		

*Mississippi Consortium for International Development
4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Task	Milestones	Plan Date from Last Quarter	Date Completed or Currently Planned	Status	Comments
Publishing and Printing	Manuscripts have been prepared and approved by CDC, MOE and USAID in Washington	Jan.-April 2007	April 2007		
Teachers' Manuals Developed for approval Process	Draft manuscripts of teachers' manuals have been prepared	February 2007	October 2006	Draft is complete and in the vetting process with the US technical team.	
Review, field test and evaluation of teachers' manuals by teachers within the Provinces	Select teachers within Provinces will receive copies of the draft teachers' manuals	March 2007	January 2007		
End of First Technical Reporting Period Year 2	Report/Monitoring Process	Mar. 30, 2007	Mar. 30, 2007		

The updated Tracking Form is contained in Attachment G.

B. Deliverables (for past Quarter and upcoming 6 months)

Work Plan Reference	Deliverable	Plan Date from last Q	Date Completed or Currently Planned	Status	Comments
End of Second Quarter	Quarterly technical report submitted by Apr. 20, 2006; quarterly financial reports/forms submitted by May 14, 2006; MCID team will travel to Washington, DC for quarterly meeting with USAID program staff	Mar. 30, 2006	Apr. 20, 2006 May 14, 2006	Complete	
End of Third Quarter	Quarterly technical report submitted by July 20, 2006; quarterly financial reports/forms submitted by Aug. 14, 2006; MCID team will travel to Washington, DC for quarterly meeting with USAID program staff	June 30, 2006	July 20, 2006 Aug. 14, 2006	Complete	
Bids solicited for publishing	Based on preliminary draft, MCID will develop a solicitation package and begin the process	October 2006	November 2006	Pending a more final text	
Official Zambia Program Launch and Signing of MOU	Request for launch approved By Mission, Logistics planned and launch scheduled, including guest list, venue, date, agenda and media coverage.	June 2006	September 2006 November 2006	The Launch occurred September 21, 2006. The MOU is pending with USAID.	
Screening and Approval Process	Manuscript draft completed	Sept. 2006	November 2006		
Pilot/Field Test and Trials	October 1 through December 1, 2006 (<i>two months</i>) - Draft materials have been developed	Oct. 2006	January 2007		

*Mississippi Consortium for International Development
4th Quarterly Report – July – September 2006
Textbook and Learning Materials Program – Zambia*

Work Plan Reference	Deliverable	Plan Date from last Q	Date Completed or Currently Planned	Status	Comments
End of Year One in Grant Period	The Annual Report covering Oct. 2005 – Sept. 2006, along with updated Year Two Work Plan, will be submitted to USAID; Financial reports will be submitted by Nov. 14, 2006 Oct. 31, 2006	Oct. 31, 2006	Oct. 31, 2006		
Return visit to Zambia for Post Pilot data collection and analysis, and completion of the revisions and editing process	Manuscripts are ready for revision and final read	Dec. 2006	March. 2006		
Revision and Final Editing and Post MOE Approval	Manuscripts have been developed & piloted	Dec. 2006	April 2006		
End of First Quarter Year 2	Quarterly financial reports/forms submitted by February 14, 2007; MCID team will travel to Washington, DC for quarterly meeting with USAID program staff	December 2006	December 2006		
Publishing and Printing	Manuscripts have been prepared and approved by CDC, MOE and USAID in Washington	Jan.-April 2007	April 2007		
Teachers' Manuals Developed for approval Process	Draft manuscripts of teachers' manuals have been prepared	February 2007	October 2006	Draft is complete and in the vetting process with the US technical team.	

*Mississippi Consortium for International Development
 4th Quarterly Report – July – September 2006
 Textbook and Learning Materials Program – Zambia*

Work Plan Reference	Deliverable	Plan Date from last Q	Date Completed or Currently Planned	Status	Comments
Review, field test and evaluation of teachers' manuals by teachers within the Provinces	Select teachers within Provinces will receive copies of the draft teachers' manuals	March 2007	January 2007		
End of First Technical Reporting Period Year 2	Report/Monitoring Process	Mar. 30, 2007	Mar. 30, 2007		

C. Other Materials and Products (informal deliverables)

As program implementation proceeds, MCID will be able to provide information relative to the following:

1. Success stories – The first TLM has been submitted to the CDC of the MOE. The official Launch occurred September 21, 2006. MCID has secured two graduate level scholarships for Zambian students from Jackson State University.
2. Lessons Learned –
3. Feedback from field tests and trials – Not yet available.
4. Sustainability plan – Not yet available.
5. M&E Strategy Plan – The updated tracking form is attached to this report.

D. Program Modifications

MCID submitted its financial pipeline and budget revisions and received a modification for the remaining two years of the program.

III. Planned Activities for Next Reporting Period

- Writer’s workshop for the 5th grade Math text
- Finalization of the 4th Grade teacher’s manual
- Signing of the MOU
- Official appointment of the PAC by the PS
- Site visit by Adrienne Graham to Zambia. She will facilitate the workshop, meet with USAID/Lusaka, publishers, and follow up on the public private partnerships being formed for the distribution.
- Follow through on textbook donations through Brother’s Brother Foundation.
- Track the 4th grade text through the review process of the CDC
- Prepare for pilot tests
- Prepare for a presentation of the TLMP program at the Hawaii International Conference on Education
- The application process will begin for the two Jackson State University scholarships for Zambians to pursue graduate level degrees at the University

IV. Problems, Issues and Solutions

Thus far all challenges have had reasonable solutions. There were no great obstacles during this quarter to report.

ATTACHMENTS

ATTACHMENT A

TLMP Launch – Zambia



USAID
FROM THE AMERICAN PEOPLE



The Ministry of Education of Zambia

in collaboration with

The United States Agency for International Development (USAID)

and

The Mississippi Consortium for International Development (MCID)

cordially invite you to the

launch of

The Textbooks and Learning Materials Program (TLMMP)

September 20, 2006

14:00 until 17:00

Taj Pamodzi Hotel

Lusaka, Zambia

PROGRAMME

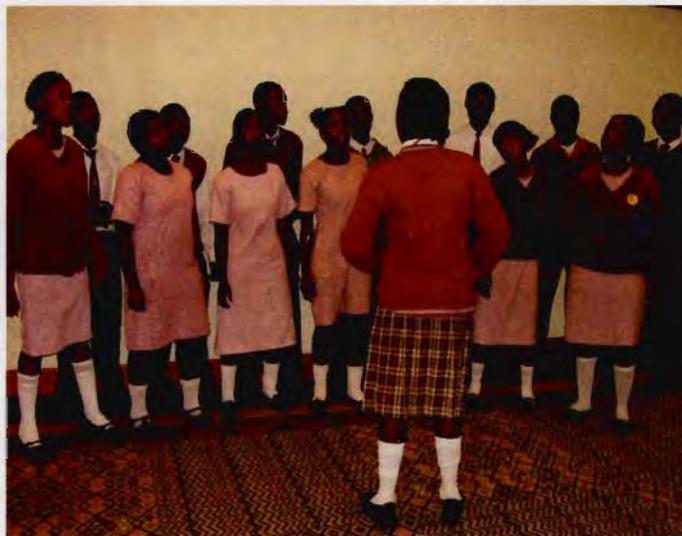
LAUNCH OF THE ZAMBIA TEXTBOOKS AND LEARNING MATERIALS PROGRAMME (TLMP)

Venue: Taj Pamodzi Hotel (*Amalila
Conference Room*)

Date: Thursday, 21th September, 2006

Time: 14:30 hrs

Time	Event	Action
14:30	Invited Guests are seated	Master of Ceremonies - Mr. Stephen Ziwa
14:35	Arrival of USAID Mission Director, Mr. James Bednar	Protocol Officer
14:40	Arrival of Guest of Honour, PS Education	Protocol Officer
14:45	National Anthem	Kabulonga Girls High School
14:50	Welcome Remarks	Director - Standards & Curriculum (MOE)
14:55	Sketch – “Agony of Sharing Books”	Prince Takamado Basic
15:05	Speech on MCID/TLM Project	Dr. Ally Mack, Executive Director (MCID)
15:10	Speech by USAID Mission Director	Mr. James Bednar
15:15	Launch Speech by the PS (MOE)	PS (MOE)
15:25	Vote of Thanks	Headteacher – Prince Takamado Basic School



Pupils from Kabulonga Girls' High School and from Kabulonga Boys' High School singing the Zambia National Anthem



Invited guests who attended the launch at Taj Pamodzi Hotel



Standing is Mr Alfred Sikazwe, Director, Standards and Curriculum, giving welcome remarks.
Seated: Dr. Mbikusita Lewanika, Permanent Secretary, Finance; Dr. Ally Mack, Executive Director, MCID; Mrs Lillian E L Kapulu, Permanent Secretary, Education; Mr. James Bedner, Mission Director, USAID; Mr. Nelson Nyangu, Director, Planning and Information, MOE.



Invited guests who attended the launch at Taj Pamodzi



Seated: Mrs. Chilumba Nalwamba, Technical Advisor, HIV-AIDs Unit; MOE; Mr. Alfred Sikazwe, Director, Standards and Curriculum, MOE; Dr Mbikusita Lewanika, Permanent Secretary, Finance; Dr. Ally Mack, Executive Director, MCID; Mrs Lillian E L Kapulu, Permanent Secretary, Education; Mr. James Bedner, Mission Director, USAID; Mr. Nelson Nyangu, Director, Planning and Information, MOE.



Dr Ally Mack presenting a certificate to Mrs. Mercy M Zulu, Writer



Mrs Idah M Phiri – Headteacher Prince Takamado Basic School giving a vote of thanks



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PRESS RELEASES

Launch of Africa Education Initiative Textbook Program Highlights Collaboration Between USAID, An Education NGO, and the Ministry of Education

September 21, 2006

A program to produce 600,000 quality mathematics textbooks and learning materials for Grade 4 and 5 pupils was launched in Lusaka on September 21, by Mrs. Lillian E.L. Kapulu, the Permanent Secretary in the Ministry of Education.

The Textbooks and Learning Materials Program (TLMP) is a collaborative effort between the Ministry of Education, the Mississippi Consortium for International Development (MCID), and the U.S. Agency for International Development (USAID).

TLMP aims to produce quality textbooks and learning materials to enable pupils to complete their primary education and give them confidence to succeed at higher levels of education. It is a key component of the Africa Education Initiative (AEI) announced by President George W. Bush in June 2002. The \$400-million initiative runs from 2006 to 2010 and will help improve primary education by providing teacher training, textbooks and other learning materials.

"We are making this contribution because we strongly believe that educating students through quality books will give them the tools to be productive members of the Zambian society." said Dr. Ally Mack, executive director of MCID.

The MCID is a non-profit corporation representing four Mississippi institutions of higher learning, including Jackson State University, Alcorn State University, Tougaloo College, and Mississippi Valley State University.

At the launch, Mrs. Kapulu said the day marks a

milestone in the history of education in Zambia. "The development, publication, and distribution of textbooks and learning materials is in line with the Ministry of Education priorities and strategies. The program is also aligned to the new syllabus for primary schools," she said.

USAID/Zambia Mission Director, Mr. James Bednar, said equipping students with the right tools will give them more choices and place them in a better position to achieve their dreams to become more productive members of society. "USAID is happy to work with the Mississippi Consortium and the Ministry of Education to ensure that these items are distributed to the schools as soon as possible," he said.

#

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ATTACHMENT B

Newsletter



Nkhani Yabwino!

NEWSLETTER OF TLMP ZAMBIA

VOL. 1, ISSUE 1

SUMMER 2006



Mississippi Consortium for International Development (MCID)

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Alcorn State University
Mississippi Valley State University
Tougaloo College

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Beverly Hogan, President
Tougaloo College

Ally Mack, Executive Director
MCID

TLMP Zambia Project Principals MCID/U.S.

Vivian Taylor, Project Director
Newsletter Editor
Adrienne Graham, Coordinator
Cristina Radulescu, Project Asst.
Sylvia Gray, Financial Manager

MCID/Zambia

Nathan DeAssis, Program Mgr.
Martha Lukanga, Coordinator
Mildred Chibale, Admn. Asst.

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TLMP Zambia on Track to Provide Much-needed Learning Materials

The Mississippi Consortium for International Development (MCID), comprised of four Mississippi institutions -- Jackson State University, Alcorn State University, Mississippi Valley State University and Tougaloo College -- was awarded a grant to implement a Textbook and Learning Materials Program (TLMP) in Zambia. TLMP is a program of the Africa Education Initiative (AEI) implemented by the United States Agency for International Development (USAID) for the purpose of providing training and materials for teachers and students throughout sub-Saharan Africa.

Through TLMP, USAID partners with historically black colleges and universities in the United States to develop and produce textbooks and educational materials for grades K-8 in mathematics, science, language arts and reading for selected sub-Saharan African countries. In addition to Zambia, Ethiopia, Ghana, Senegal, South Africa, and Tanzania were targeted for the 2005-2008 TLMP grants.

MCID's TLMP Zambia project was fueled by an exhaustive assessment conducted early in the implementation process and directed by Shelby F. Lewis, Assessment Team Leader, along with Vivian Taylor, Project Director, and Lula Collier, Education Specialist.



Project Director Vivian Taylor (front row, center) gathers with the TLMP Zambia Technical Team during a four-day Writers Retreat.

The Team reviewed options developed by MoE and USAID for the TLMP activity and meetings were held with national and regional MoE officials to deepen understanding of the national education philosophy and the primary school system, especially as it related to textbooks and learning materials.

In collaboration with the Inspectorate for Primary Education, the Assessment Team reviewed current curriculum, syllabi and test scores to determine if there was sufficient data to develop a baseline for measuring learning effectiveness.

An Assessment Report was generated based on information gained from desktop research, school visits and dialogue with education stakeholders in Zambia. Dialogue with national, provincial and district officials in the Ministry of Education (MoE) enhanced the Team's understanding of the Basic

Education sub-sector, national priorities, implementation strategies, and resources and capacity constraints for balancing access and quality in basic schools. Briefings, logistical support, and the provision of key documents by USAID/Lusaka guided Team efforts.



Rick Hennings, Zambia Mission, joins TLMP team during visits to local schools.

See TLMP Zambia, page 4

TLMP Zambia Activities and Highlights

Orientation Held for Technical Teams

Orientation for the MCID/US team was held in Jackson, Mississippi on April 25, 2006. Team members in attendance included: Linda Channell, Samuel White, Garfield Burke, Benjamin Ngwudike, Nimr Fahmy, Tapan Kumar Tiwari, Hamoonga Choongo, Project Director Vivian Taylor, and Project Assistant Cristina Radulescu.

The day-long session included an introduction and overview of USAID, the Africa Education Initiative (AEI), and the Textbook and Learning Materials Program (TLMP); an overview of the TLMP Zambia project with an update on activities, roles and responsibilities; and a cultural perspective of Zambia presented by Hamoonga Choonga, a native of Zambia and a doctoral candidate in education at Jackson State University.

Johnny Houston, TLMP Project Director, Elizabeth City State University (ECSU), led an afternoon session where he reinforced the challenges and expectations of TLMP using lessons learned from Senegal. Houston served as Director of ECSU's Round One TLMP in partnership with Senegal. His presentation of scenarios, challenges, and the methods used to meet the challenges in Senegal were very beneficial to the MCID/US team.

Houston also outlined a step-by-step process he employed to achieve the bottom line: the production of textbooks and learning materials (TLMs).

Follow-up Trip to Zambia

Project Director Vivian Taylor traveled to Zambia for a follow-up visit, April 29 - May 6, 2006. Her visit included meetings with the MCID/Zambia staff; Curriculum Development Committee (CDC) of the MOE; USAID; Lillian E. L. Kapulu, Permanent Secretary of the MOE; procurement specialists; the Program Advisory Committee (PAC); and the technical team.



Vivian Taylor (left), MCID Project Director, receives technical assistance from Mary Spor (center) and Shirley King, Alabama A&M University's TLMP Ethiopia.

This was also the first time the MCID/Zambia team met as a whole with Taylor who reviewed the TLMP program, provided a recapitulation of the objectives and expectations, and presented standards and professional development information. The meeting also covered such issues as performance based contracts, the Writer's Workshop and distribution plans.

Curriculum Development Centre (CDC) Sub-Committee

The Curriculum Development Centre (CDC) Sub-Committee is an internal Committee that will check the work of the writers before the manuscript goes to the main CDC Evaluation Committee for further review.

The CDC Sub-Committee consists of four Curriculum Specialists led by the Chief Curriculum Specialist, Mutunta Mweembe. The four members of the CDC Sub-Committee are Lazarous Mutale, Curriculum Specialist, Math; Kyangubabi C. Mueybaa, Senior Curriculum Specialist, Teacher Education; Mary Lungu, Principal Curriculum Specialist; and Mutinta Chisembele, Acting Principal, Languages.

Permanent Secretary Visits Washington, DC; Meets with TLMP Zambia Project Principals

TLMP Project Director, Vivian Taylor, and MCID's Executive Director, Ally Mack, traveled to Washington, DC in May to meet with Zambia's Ambassador to the U.S., Inonge Mbikusita-Lewanika, and the Permanent Secretary (PS) of the MoE, Lillian E. L. Kapulu, and her team. They reviewed the program, the assessment report, the work plan, the potential impact of the program, and the MoE's involvement in project implementation.

In order to maximize communications and increase the speed at which some activities could be implemented, the PS assigned

her assistant Nelson Nyangu, as MCID's liaison. Nyangu has greatly facilitated several activities and communications and will continue to be a great asset to MCID and TLMP Zambia.

Additionally, Sarah Moten, Education Chief, Africa Bureau/USAID, and Freeman Daniels, USAID Backstop Officer/TLMP CTO, had an opportunity to welcome and meet with the Permanent Secretary.



Lead Writer Dominic Nyambe (left), TLMP Coordinator Martha Lukanga (center), and Project Director Vivian Taylor confer prior to the Writers Retreat held in June 2006.

Writers Retreat Brings Technical Teams, Stakeholders Together

The TLMP In-Country Team, together with their counterparts from the U.S., participated in a four-day Writers Workshop Retreat, June 20-23, 2006. Project Director Vivian Taylor and Linda Channell, Samuel White and Garfield Burke comprised the U.S. Technical Team.

The Zambia Technical Team included: Lead Writer, Dominic Nyambe; Math Writers, Raphael Banda, Lazarous Mutale, Mercy Mpola Zulu, Crispin Mapulanga, Katie F. Makumba, and Rhoda M. Mtanda; Graphic Artists, Kelvin Makungu and Almakyo Banda; and Editors Francis Manda and Petronella Hachoon.

The face-to-face interaction between the U.S. and Zambian teams in an isolated setting helped to establish the reality of the TLMP and development of the products. During the retreat, U.S. team members were paired with Zambian team members according to mathematics skill/topics and chapter assignments in appropriate to the curriculum. The guest speaker at the Retreat was Cornelius Chipoma, Education, USAID Mission. Other presenters were Irene Malambo from MoE HQ, who pre-

sented her paper on HIV/AIDS; and Georgina Hamaimbo, Shadreck Mukuba and Bostor Mwendende from CDC who made presentations on Gender Equity, Special Needs Accommodation, and Zambia's Standards for Manuscript Preparation, respectively.

Mary Spor of Alabama A & M University and Director, TLMP Ethiopia, served as Lead Trainer and shared experiences and lessons learned from the work carried out in Ethiopia. Vivian Taylor served as facilitator and trainer. The Lead Writer presented the specific skills to be included for Grade 4, individual and group chapter assignments for the technical team, and guidelines and a common template. The writing began with the team working in pairs, guided by Spor and Taylor. Periodic group evaluation and feedback sessions incorporated in daily writing efforts took place through the day and evening sessions.

Samuel White and Linda Channell visited four schools in Lusaka, Pembe and Livingston with MCID staff and met with mathematics teachers to get their contributions on what they would like to see incorporated in the pupil's textbooks and the Teacher's Guide. The teachers shared their challenges and made suggestions on what they would like to have included. Some felt that the current books were too abstract and had no connection to real life situations. The teachers wanted situational mathematics and relevant and appropriate illustra-

tions. Almost all of the teachers welcomed the idea of having a teacher's guide alongside the textbook and concurred with the plan of orienting teachers on how to use the teacher's guide.

Citing the shortage of textbooks as critical, most teachers said they must now write exercises on the chalkboard which consumes too much of their allocated teaching time of 30-45 minutes per session.



MCID staff and visiting Technical Team members held a meeting at MoE Bursaries on June 27 to discuss the issue of the two scholarships offered to Zambia by Jackson State University for a Master in Public Health and the Ph.D. in Social Sciences. The application process will begin in July.

CTO Daniels Visits Mississippi

MCID's USAID Backstop Officer and the TLMP CTO, Freeman Daniels, visited Mississippi March 27-30, 2006. During his visit, meetings were held with the MCID project staff and technical team and site visits were made to each of the MCID campuses. Daniels also participated in the TLMP Assessment in Zambia as a team member.

TLMP Zambia

Teachers were interviewed and classes, conditions, support systems and stakeholders in selected average and below average resource-endowed primary schools were observed. These school visits facilitated the Team's identification of available teaching materials, how they are used, and the capacity of teachers to utilize them. The visits also enabled the Team to identify partnering institutions and educators to work with MCID in the development of appropriate, viable textbooks and learning materials for primary schools in Zambia.

Development partners graciously shared their views about best practices, data sources and implementation strategies. Focus Group discussions in the Central, Copperbelt, Lusaka and Southern provinces provided invaluable information on ground level conditions and prioritized needs and concerns of teachers and students in Zambia.

Collectively, these collaborative partners provided the information and context for assessing the education sector and a reality check on options and possibilities for TLMP activities.

The implementation strategy for the intervention reflects an integrated approach to teaching and learning and a phased approach to implementation, with emphasis on Zambia-based content. While focusing on mathematics and numeracy, the intervention also aims at enhancing the MoE's efforts to integrate cross-cutting life skills materials -- HIV/AIDS and gender -- into the curriculum. The strategy incorporates quality control measures and a capacity-building approach to program development, including the involvement of indigenous writers, illustrators and publishers in all phases of implementation.

In collaborative partnerships with the Ministry of Education (MoE), USAID/Zambia, and Zambian curriculum developers, educationalists and other specialists, MCID is on target to produce a minimum of 600,000 pieces of high quality, low-cost, Zambia-based textbooks and learning materials under its TLMP grant



Baziz school children gather at school.



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ATTACHMENT C

Updated Tracking Form

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PERFORMANCE INDICATOR	DATA ACQUISITION		FINDINGS/RESULTS		Additional Comments
Performance Indicator (What is being measured)	Data Source (Document, database and/or informant)	Method of Data Collection (How data are collected)	Quantitative	Qualitative	
(Directly from PMP)	(Actual vs. planned)	(Actual vs. planned)	(Finding)	(Finding)	(Any comments needed to clarify findings)
Awardee Sub Intermediate Result 1.1: Developed high quality learning materials					
(Required) TLM standards of quality developed jointly with MOE and PAC (at a minimum standards should include age appropriateness, durability, and contextual relevance)	Docs: MOU, Work Plan, Needs Assessment, Zambian Standards, Documentation of communication, PMP; Informants: MOE reps, MCID team	Discussions during Needs Assessment Visit; Dialogue and communication regarding quality standards and PMP quality indicators			The TLM standards, which meet or exceed the Zambian MOE national standards, were presented by MOE CDC at Writer's workshop in June in Zambia; all team members have read and understand the standards.
(Required) TLM prototypes have been vetted, revised, and approved by PAC, MOE, Awardee, and educators	Prototypes, work plan, MOUs, any correspondence related to prototypes Informants: PAC, Educators (US and Zambian including classroom teachers), MOE, textbook approval team	Develop and agree on the process with MOE and partners - process for vetting effort (read through once and revise or several read through?) In-country visits, revision and approval process; Multiple places - Approval process chain, per grant agreement			The first TLM, 4th grade math text, has been drafted by the in-country writers, reviewed by the US technical team, and after several drafts and revisions has been submitted to the CDC/MOE for review. Upon the approval of the CDC and the PS of the MOE, copies will be printed for the pilot testing which is now anticipated for January including the teacher training workshops. The teacher's manual is also complete. Development of the 5th grade text began on July 13 with a full workshop to follow the week of November 13.
(Required) The TLM is aligned with the national curriculum	Approved Standards of Zambia and Cubiculum Guide, Communication between MCID and MOE, MOU Informants: CDC/MOE, Permanent Secretary at MOE, Standards Officer of MOE, Mission	Needs Assessment Data, discussions about National Curriculum.			MCID is in daily contact with CDC key staff; writers in the US have read the assessment report and other key project documents; waiting to received the national curriculum from MOE. The TLMs proposed are in line with the MOE's strategy. The writers, editors and graphic artists have been trained in the TLM standards.
(Illustrative) TLM includes the cross-cutting theme of HIV/AIDS	The content of the TLM for age and content appropriateness Informant: PAC, MOE, CDC, USAID Zambia, consult with Ministry of Health HIV/AIDS advisors; Health NGOs in Zambia	Input from the curriculum Sample TLM. Comparison with other MOE materials, consultations			All TLMs will address this issue in some form, however the Revised edition of the Mathematics of HIV/AIDS will support the numeracy core and sensitize teachers and students to this issue. The Gender Literacy as well as the teacher training will also address and integrate HIV/AIDS. This subject will be addressed with sensitivity in honest terms. As the MOE has final approval, the MCID Team will work closely with them in terms of what level they are comfortable with and what level would be acceptable to the project. HIV/AIDS in the Zambian context was presented and discussed at the June writer's workshop in Zambia.

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(Illustrative) TLM includes the cross-cutting theme of Gender Equity	The content of the TLM for gender specific, age and content appropriateness Informant: PAC, MOE, CDC, USAID Zambia	Input from the curriculum Sample TLM. Comparison with other MOE materials.			All TLMs will address this issue in some form, however the Revised edition of the Mathematics of HIV/AIDS will support the numeracy core and sensitize teachers and students to this issue. The Gender Literacy as well as the teacher training will also address and integrate HIV/AIDS. This subject will be addressed with sensitivity in honest terms. As the MOE has final approval, the MCID Team will work closely with them in terms of what level they are comfortable with and what level would be acceptable to the project. Gender Equity in the Zambian context was presented and discussed at the June writer's workshop in Zambia.
(Illustrative) TLM reflects cultural sensitivity including the appropriate translation or use of language	Specific multi-cultural themes, concepts, ideals represented in the content of TLM. Informant: PAC, MOE, CDC, USAID Zambia, Editor in Chief	Input from the curriculum Sample TLM. Comparison with other MOE materials.			The TLMs will be in English - by 4th grade the students do read, speak and write in English. All writers will write with British English, and the Editor in Chief will be responsible for confirming the language used is appropriate. MCID recognizes that there may be differences in terminology even between British English and "Zambian" English. But determinations may also have to be made as to teaching "correct" English, i.e. slang terms, local terminology for modern technology, etc. Zambians are the lead writers for the TLMs and one of the two Editors in Chief is Zambian.
(Illustrative) TLM includes technology based materials	CD/DVD cassettes and content. Informant: PAC, MOE, CDC, USAID Zambia	Input from the curriculum Sample TLM. Comparison with other MOE materials.			All TLMs will be distributed on CDs (possible DVDs). Copyrights will allow for this distribution and reproduction.
(Illustrative) TLM integrates life skills	The content of the TLM for coverage/infusion of life skills. Informant: PAC, MOE, CDC, USAID Zambia	input from the curriculum Sample TLM. Comparison with other MOE materials.			The MCID Team, PAC and MOE will first decide on life skills to address. This was done in June at the Writer's Workshop. However, numeracy is a priority in Zambia - the TLMs will relate this to home finances and finances, purchasing, inventory and other small business skills.

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	Data Source (Document, database and/or Informant)	Method of Data Collection (How data are collected)	Quantitative	Qualitative	
Awardee Sub Intermediate Result 1.2: Successfully produced and distributed learning materials to intended recipients					
(Required) The Roadmap to Publication includes a clear production and distribution strategy as developed with the MOE and PAC (Roadmap - this can be a simple and short document provided to CTO - defined at conference in notebook - essentially the same as the PMP narrative handout)	MOU, Distribution plan - existing distribution strategy, annual work plan, Activity Design,	Review of all data sources by technical, administered Team, PAC			The MOE has requested MCID work closely with them in this area. MCID will provide any technical guidance necessary on developing the distribution plan. In addition, MCID has taken on the responsibility of soliciting contributions from industry, companies, and any other possible donors. An actual plan has been presented to the MOE and USAID including a list of companies that will be contacted in the next month (Nov). The MOE was totally unaware that per the USAID RFA for this program, they were responsible for this task. But everyone is working as a team to ensure
(Required) Number of TLM produced	Docs: Printing orders and invoices, delivery confirmations to MOE; Informants: Printing Company, PAC members	Collection and review of publication orders against invoices and delivery confirmations; direct exchange with MOE (telephonic, in-person, electronic)			MCID will publish the minimum of 600,000 TLMs but a determination will be made after the drafts as to whether the budget can support more and exactly what constitutes a TLM, i.e. one integrated Foundation of Learning Kit - or each component? The Core Components as one TLM or each part of the Core (math. and Rainbow kit, workbook and CD)?
(Required) Number of TLM distributed per school	MOE distribution plan, receipts, Informants: MOE, Transportation companies; Review of weigh bills, calls, signed invoice, site visits,	Review and tracking of TLMs distributed, delivery schedules, signed invoices, and site visitations			These numbers must correspond to the number produced and received by the MOE prior to distribution. MCID and USAID also do not want to see these TLMs sitting in locked closets and will be aware of actual use in the classroom. MCID has received all demographics now from the MOE on # schools, # students, and # of teachers. MCID will be able to make recommendations based on these figures as well as need.
(Required) Number of pupils with access to TLM	Log to determine where TLMs are located and the number of pupils with access to that location. How many children are in a classroom that has a certain number of TLMs. A tracking document must be created. Relying on MOE for statistics of number of pupils in schools. They may have formulas they use now.	Collect and review of MOE data, assessment report,			MCID is also interested in how many share each workbook and if the students are allowed to take it home.

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	Data Source (Document, database and/or informant)	Method of Data Collection (How data are collected)	Quantitative	Qualitative	
(Illustrative) Number of teachers with access to TLM	Log to determine where TLMs are located and the number of pre-service and in-service teachers with access to TLM. Informant: MOE/CDC Procurement and Distribution Committee	Use of systematic tracking system/instrument for data collection following the procurement and distribution process			MCID is interested in if the teachers are issued the guides for the year or must request access on occasion.
Awardee Sub Intermediate Result 1.3: Designed cost-effective learning materials					
(Required) Expenditure and budget tracking system has been developed and disaggregated by each type of TLM	Budget, budget tracking system, actual final cost of each TLM based on the accepted bids, will have to decide how many of each item will be produced - Informants: Budget Manager, Publishing Rep	Through the bidding process, updated budget (weekly) through Team meetings (PAC and in-country partners)			Maid's financial manager will develop a spread sheet to show cost per Component, per total TLM and per unit. (This cost will later be broken down by student and teacher.)
(Required) TLM is designed to be affordable for MOEs to reproduce or adapt in the future	Docs: Previous years' MOE budget, Awardee expenditures; Informants: PAC members, MOE reps, Awardees	Collection and review of MOE budget against Awardee expenditures; direct exchange with MOE staff and publication companies (telephonic, in-person, electronic)			MCID is in the process of meeting printers and in consultation with CDC and the procurement staff and the MOE on these issues. This will be a consideration in the bid process. Durability and affordability must be integrated to an acceptable compromise. The Permanent Secretary has requested that MCID (USAID) purchase printing equipment to be used by the Ministry to print these TLMs as well as other products. Although Maid's Program Officer is aware of this request (she discussed it directly with him), it does not seem likely that this activity will be feasible under this grant.
(Required) Best-value publisher was identified through a competitive process	Solicitation, Competitive Bids from publisher, samples, USAID procurement policy, Informant: MOE Procurement Officer	Collection and reviewing documents			MCID is in the process of meeting printers/publishers. A bid package will be developed following the draft TLM. MCID will send the package to known printers in Zambia and post the bid for fair competition. The PAC will review the bids in consultation with the MOE and the Mission. All members of the MCID staff will be involved in this process.
(Illustrative) Developed cost share tracking forms for all partners	Documentation on MCID standard forms	Statements, copies of invoices			MCID has standard cost share documentation forms. Cost share is documented on a monthly basis.

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(Illustrative) In-country partners use TLMP to leverage funds	Record of donor contributions, letters of solicitation and pledges, financial statements	Identify and list funding sources or related matching resources			MCID staff has developed lists of private companies and other donors to approach for donations and contributions. One focus area is the distribution of the TLMs. The MOE is severely under budgeted but has almost no ability to distribute books. Maid's In-country Manager will market this project aggressively to a large variety of companies. In addition, MCID has raised a small amount in the US and will continue to search for organizations/churches/companies willing to assist.
Awardee Sub Intermediate Result 1.4: incorporated the intended utilization of learning materials into project design					
(Required) A vision statement that describes pupil and teacher use of the TLM is developed jointly by PAC, MOE, and Awardee	RFA, MOU, Technical proposal, quarterly reports, annual reports, Activity design, work plan, PAC meeting minutes, assessment report	Review and sharing of documents			The PAC will draft this statement at the first meeting. (MCID must wait for the MOE to approve the PAC members. The list has been formally submitted to the MOE along with a letter of appointment to be signed by the PS. The member candidates were recommended by USAID/Lusaka, the MOE and MCID.)
(Required) Utilization assessment study is completed and includes feedback from a sample of teachers and students on utilization and effectiveness	Surveys, questionnaires, focus groups, observations of classroom use/enthusiasm over use; train evaluators from MOE to do this	Survey, and interviews with teachers, students as well as administrators and other stakeholders. Also informal classroom observations will be used.			Site visits by Maid's technical team were performed in June 2006 to meet with teachers in the classroom. Their input was summarized in the third quarter report. Their input will be key for the final TLMs.
(Illustrative) Number of educators trained to use TLM	Docs: Documents, reports, and receipts from trainings, surveys of teachers and school admin.; Informants: MOE, Awardees, educators and school administrators	Collection and review of reports, receipts, and documents from the trainings (or intended trainings)			MCID staff and US trainers and writers met with teachers at various schools in June to discuss this training format and feasibility. Training is key to the TLMP. MCID will develop a comprehensive training program. MOE and other key individuals will be trained as trainers.
(Illustrative) Number of pre-service teachers trained to use TLM	TLMP Professional development training roster provided by teacher training college and program coordinator	Survey teacher education programs to recruit participants for TLM training who will respond to questionnaires related to the training and use of TLM			TBD
(Illustrative) Buy-in by teachers and administrators confirmed	Focus groups, documents supporting TLM, i.e. policy statements, and minutes of meetings held by stakeholder groups	Teacher and administrator survey, interview and questionnaire feedback data			TBD

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Awardee Sub Intermediate Result 2.1: Established functional operative partnerships					
(Required) Identified appropriate members of the PAC and put a communication strategy and knowledge sharing system in place. Members of PAC demonstrate that they are adequately informed about project's progress	Docs: Country Assessment, TLMP proposal; website, emails; newsletters; PAC minutes; Informants: PAC members, MOE, Awardees	Communication with MOE and PAC members; meeting notes; surveys administered to PAC members, emails			The MOE, MCID and USAID identified candidates for the PAC and the MOE will confirm all candidates. MCID will announce the members and present bios to USAID Washington as soon as the MOE confirms. A formal communication flow will be designed, preferably electronic.
(Required) Effective division of roles and responsibilities are evident in the MOU and Job descriptions and Scopes of work	MOU, Job Descriptions, PMP, Work plan, Consultant Scope of work	Communication with MOE and PAC members; meeting notes; surveys administered to PAC members, team members, team members, emails			The MOU has now been approved by the MOE, Ministry of Justice (standard procedure for any MOUs involving Zambian Ministries). However, USAID is now having their legal department review it.
(Illustrative) Establishments of collaborative partnerships beyond TLMP	Formal or informal agreements (MOUs) between partners, evidence of collaboration, success stories, leveraged funds	Follow-up reports of collaborative involvements for sustainability after the funding cycle.			Partnerships will be developed with private companies to contribute to the project; local NGOs will also benefit from trainings
Awardee Sub Intermediate Result 2.2: Built institutional capacity					
(Required) Strategy for strengthening each institution (Awardee and African) developed and is aligned with country and organizational assessment findings	Docs: Work Plan, Roadmap, or MOU; narrative, discussions and memos on needs from MOE; Informants: PAC members, MOE reps, Awardee reps, University Reps,	Review of Work Plan, Roadmap or MOU for strategic elements relating to institutional capacity			The Assessment report addressed areas of capacity building. MCID has identified US team members to assist in the process and will continue to identify Zambians to assist including at the Universities. A Capacity Building Specialists participated in the Writer's Workshop in June and meet with MOE representatives on their needs. These trainings will be further developed and implemented at a later date.
(Required) Awardee and African institutions demonstrate areas of increased capacity (i.e. financial management, textbook design, etc.) as a result of project	Docs: Surveys of teachers, writers, publishers and students, and annual reports. Informants: PAC, MOE reps, Mission reps, teachers and students.	Implements post assessments of capacity of African institutions using surveys, interviews, as well as an examination of textbook designs and management systems.			The Assessment report addressed areas of capacity building. MCID has identified US team members to assist in the process and will continue to identify Zambians to assist including at the Universities. A Capacity Building Specialists participated in the Writer's Workshop in June and meet with MOE representatives on their needs. These trainings will be further developed and implemented at a later date.

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(Required) Awardees and African institutions apply new skills	Docs: Questionnaires, surveys, quarterly reports. Informants:	Survey, and interview faculty and administrators to determine new skills application. Also informal observations will be used.			TBD
(Illustrative) Use of innovation and technology to increase efficiency of textbook delivery or collaborative process	Docs: Quarterly reports, log of emails, telephone statements. Informants: Writers, consultants, Partner representatives.	Interview, surveys and informal observations will support data collection.			TBD - related to capacity of MOE as well as districts and individual schools.
(Illustrative) Use of innovation and technology to increase capacity in training, communication and management	Docs: Documents, reports, surveys of teachers and school admin.; Informants: MOE, Awardees, and writers.	Questionnaires, surveys and informal observation will be used to collect data.			TBD - related to capacity of MOE as well as districts and individual schools.