



USAID
DU PEUPLE AMERICAIN



PROJET D'APPUI A L'ENSEIGNEMENT MOYEN (USAID/PAEM)

USAID/PAEM

Quarterly Report

October 1 to December 31, 2008



Community forum on best practices in Agnak, Ziguinchor

USAID Agreement Number: 685-A-00-03-00120-00 (USAID/PAEM)

USAID/Senegal

CTO: Pape Momar Sow

December 31, 2008

List of Acronyms and Abbreviations

AED	The Academy for Educational Development
Amis de Collège	Friends of Middle School
APE	Parents' Association
ARD	Regional Development Agency
CE	School Principal
CEM	Middle School
CGC	Community Management Committees
CGE	School Management Committee
CLASSE	Children's Learning Access Sustained in Senegal
CNCS	National Committee for Coordination and Monitoring
CNFC	National Center for In-service Training
CNEPSCOFI	National Committee of Female Teachers Promoting Girls' Enrollment
CPI	Itinerant pedagogic advisor
CPN	National pedagogic advisor
CPR	Regional pedagogic advisor
CR	Regional Council
CRCS	Regional Committee for Coordination and Monitoring
CTR	Technical Regional Coordinator for School Construction
DAGE	Directorate of General Affairs and Equipment
DCES	Directorate of School and Sanitary Construction and Equipment
DCOP	Deputy Chief of Party
DEMSG	Directorate of Middle and General Secondary School
DPRE	Directorate of Planning and Education Reform
ENS	National Teacher Training School
GOPE	Observation Group for the School Project
IA	Academy Inspectorate
ICT	Information and Communication Technology
IDEN	Departmental Inspectorate of National Education
IR	Intermediate Result
ME	Ministry of Education
MERA	Monitoring, Evaluation, Reporting and Analysis
MOD	Construction Supervisor
NGO	Non governmental Organization
PDEF	10 year Educational and Training Program/Plan Décennal de l'Education et de la Formation
PE	School (development/improvement) Plan
PMP	Performance Monitoring Plan
PRF	Regional Training Poles/Centers
RTI	Research Triangle Institute
SIR	Sub-intermediate Result
SO	Strategic Objective

USAID/PAEM Agreement Number: 685-A-00-03-00120-00
AED Project Number: 3180-04
Award Ceiling: \$31,079,295
Obligated Amount: \$31,079,295
Life of Activity: August 5, 2003 to May 31, 2010

1. INTRODUCTION

A number of activities took place during the first quarter of year six, from October 1 through December 31, 2008, most of which centered on community mobilization and curriculum reform. At the community level, the mobilization program focused on school maintenance. The students, teachers, and community members participated in activities that demonstrated the importance of protecting and maintaining not only the school buildings and grounds, but also resources such as books, computers, and other equipment. In the area of education quality, teachers were trained on the newly-developed module of promoting critical thinking.

The project Steering Committee met at the end of the quarter and was presided over by the Minister of Education for Preschool, Primary and Middle School, and the USAID/Senegal Mission Director.

ACTIVITIES OF THE QUARTER UNDER REVIEW AND THE UPCOMING QUARTER

INTERMEDIATE RESULT 1: INCREASED ACCESS TO BASIC EDUCATION, ESPECIALLY FOR GIRLS AND VULNERABLE CHILDREN

SIR 1.1 Increased number of middle schools

SIR 1.2 Increased ability of communities to effectively support their children's education, particularly that of girls

SIR 1.3 Increased retention in school of girls and other disadvantaged students

SRI 1.4 Increased representation of women in teaching and leadership positions related to middle schools

RESULTS FY 09

- **ALL 58 PROJECT-SUPPORTED MIDDLE SCHOOLS HAVE A STABLE SOURCE OF ELECTRICITY AND WATER**
- **DECREASED NUMBER OF FEMALE STUDENTS DROP OUT OF MIDDLE SCHOOL IN TARGET REGIONS**
- **SONATEL/USAID SCHOLARSHIP AWARDEES BENEFIT FROM FUNDS, TUTORING, AND RESOURCES**
- **NUMBER OF FEMALE MIDDLE SCHOOL TEACHERS INCREASED BY 20% IN THE TARGET REGIONS**
- **100 RURAL FEMALE TEACHERS BENEFIT FROM LEADERSHIP TRAINING**

Summary of activities from October through December 2008

Electricity and water to the Middle Schools (CEMs): The project requested cost estimates from Senelec (the electric company) to connect schools to the electric grid. For the water connection of the middle schools, cost estimates were requested for well-drilling in middle schools that currently do not have water.

Sensitization campaign on school maintenance in 14 middle schools: Like other regions of Senegal, USAID/PAEM celebrated the “day of school maintenance” in its four target regions. The objective of this event was to share the importance of maintaining the school, and to develop an implementation plan for school maintenance during the school year.

Planning meeting of the zero tolerance campaign: USAID/PAEM plans to undertake a campaign against school-related gender-based violence entitled “Zero Tolerance” in its four regions. A preparatory meeting with ministry staff and other actors was organized to design training sessions, information tools, brochures and posters.

National day for girls’ education: The national day for girls’ education was celebrated this year on November 11 - 12, 2008, and PAEM staff helped the ministry organize its participation. This year’s theme focused on gender-based violence as an obstacle to retention in school. USAID/PAEM already funded a study on the topic, and has designed communication aids to use in a community mobilization campaign against school-related gender-based violence.



female students at CEM Djibanar, Kolda

Activities planned from January to March 2009

- Installation of solar kits in pilot schools
- Meeting with partners regarding school wells
- Connect electricity to schools in Fatick
- Provisional reception of the last CEMs
- Radio campaign for girls’ schooling and Zero Tolerance;
- Selection of last group of USAID/SONATEL scholarship awardees
- Celebration of excellence to recognize the best students among the scholarship awardees
- Second phase of the campaign on female leaders and teachers

INTERMEDIATE RESULT 2: IMPROVED QUALITY OF EDUCATION IN SUPPORTED SCHOOLS

SIR 2.1 Improved learning environment in USAID-supported schools

SIR 2.2 Increased use of information and communication technology and science equipment

SIR 2.3 Improved instructional practices in all disciplines, especially in math and science

SIR 2.4 Increased capacity of principals and regional academic inspectors to support quality improvements in middle schools

RESULTS FY 09

- **ALL STUDENTS IN THE FOUR TARGET REGIONS HAVE USAID - DESIGNED MATH AND EARTH SCIENCE STUDENT MANUALS**
- **200 SCHOOL STAFF MEMBERS AND STUDENTS ARE TRAINED IN THE MANAGEMENT AND MAINTENANCE OF SCHOOL LIBRARIES**
- **28 NEW SCHOOLS RECEIVE COMPUTER EQUIPMENT**
- **ALL MIDDLE SCHOOLS IN TARGET REGIONS RECEIVE SCIENCE EQUIPMENT**
- **400 MIDDLE SCHOOL MATH AND SCIENCE TEACHERS ARE TRAINED IN USING THE NEW MATH AND SCIENCE TEACHERS' MANUALS AND EXPERIMENT EQUIPMENT**
- **400 MIDDLE SCHOOL TEACHERS ARE TRAINED IN PROMOTING CRITICAL THINKING SKILLS AMONG STUDENTS**
- **RESULTS FROM CLASSROOM OBSERVATIONS USED BY PEDAGOGIC ADVISORS TO IMPROVE TEACHER TRAINING**
- **RESULTS FROM STUDENT TESTING IN MATH AND SCIENCE LEAD TO IMPROVED TEACHING IN THOSE SUBJECTS**

Summary of activities from October through December 2008

First delivery of library books to the 58 USAID/PAEM middle schools: Library books were delivered to middle schools in the four target regions of the project.

Training of the CPs, IS, and IFESH volunteers in the use of the library resources: A training workshop on the use of library books distributed by the project took place in Ziguinchor. The workshop grouped the CPs, IS and IFESH volunteers of Kolda and Ziguinchor and trained them to guide teachers to use these resources in the classrooms and to motivate the students to read. Following the training, each regional training center (PRF) will be responsible for designing 10 lesson plans using library resources that can then be shared with teachers in the four regions.

Delivery of digital cameras to 17 USAID/PAEM middle schools: Seventeen digital cameras were handed over to the 17 middle schools whose students participated in the summer graphics design program. They will use these cameras to train other students that did not participate in the summer graphic design program. Each camera was given to the school principal who will ensure the supervision and guidance of these students, or will designate a teacher to perform this task. An information letter was also sent to the IAs of the four regions.

Training of middle school teams on promoting critical thinking skills in middle schools (first and second groups): The training on critical thinking took place in Fatick and Tamba. It was preceded by the training of trainers held in Thiès. The objective of these trainings was to have the CPs, IS, teachers, and principals promote critical thinking skills, both inside and outside the classroom environment.

« We always wondered how to ensure sustainability after the PAEM Project. The response seems to be found with the module "Promoting critical thinking in the middle schools." It will enable us to find solutions with everybody's involvement: teachers, school principals, IS, CPs, supervisors, students, parents, etc. » **Amadou Sarr, Principal of Diéné Lagane, Fatick**

Training of trainers and math teachers in the use of the new USAID- designed math manuals: The training of trainers in the use of the new math student manual and teacher's guide took place in Thiès. The IS and CPIs were trained in the use of the math manual and teacher's guide that emphasizes active learning. Afterwards, they in turn trained the math teachers in all four target regions on use of the manual and teacher's guide. About two hundred math teachers were trained and are now able to develop an activity sheet, analyze problems, and promote active learning.

Use of the teacher observation tool by the CPI, IS and IFESH volunteers for classroom observations: The objective of this workshop was to train the IS and CPI of Kolda and Ziguinchor in the use of the observation tool to enable them to collect data in the classroom. Following that, over a three-day period, teams composed of CPI and IFESH volunteers used the tool to observe 208 classes in 13 schools. They thus collected data on the schools, the teachers, and their classroom practices.

Planned activities for January through March 2009

- Delivery of the student math and earth science manuals
- Training of departmental teams of trainers (by the IVS and resource persons) in the management of school libraries, including the use of a management software
- Training of CPIs in other two regions on the utilization of library resources to make lesson plans and promote reading
- Delivery of computers and office equipment to Phase II middle schools and three departmental education offices (in Ziguinchor)
- Development, in collaboration with the regional CP and IFESH volunteers, of lesson plans using new science resources (digital microscopes balances, chemistry and physics kits, etc.)
- Training by the IS and CPI of school pedagogic teams in Kolda and Ziguinchor (including the principal) in using strategies to promote student critical thinking
- 100 teachers per target region are observed and observation data is analyzed
- The results from the May 2008 tests of 9th grade students in math, life and earth science and physics/ chemistry will be shared with the regional CPIs and IS
- Regional workshop on school norms

INTERMEDIATE RESULT 3: IMPROVED MANAGEMENT AND GOVERNANCE IN THE EDUCATION SYSTEM

SRI 3.1: Improved School Management

SIR 3.2 Improved instructional and management leadership in schools

SIR 3.3 Increased community participation in school management

RESULTS FY 09

- **60 JOINT BUDGET REVIEW MEETINGS HELD**
- **STUDENT CODES OF CONDUCT ARE DEVELOPED IN A PARTICIPATORY PROCESS AND APPROVED IN 58 USAID PAEM SCHOOLS**
- **80% OF THE SCHOOL MANAGEMENT COMMITTEES IN USAID PAEM MIDDLE SCHOOLS RECEIVE A SATISFACTORY RATING FROM THE IVS**
- **MAINTENANCE AND INVENTORY PLANS ARE DEVELOPED AND MADE AVAILABLE IN ALL 58 USAID PAEM SCHOOLS**
- **RADIO MESSAGES ON THE IMPORTANCE OF TRANSPARENT MANAGEMENT OF SCHOOL FUNDS AND RESOURCES AIRED IN ALL FOUR TARGET REGIONS**

Summary of activities from October through December 2008

Training workshops of the CGE members / Module on the middle school maintenance: The CGE members of the 28 middle schools of Phase II schools were trained in the maintenance and upkeep of school infrastructure and equipment. This module helped to foster ownership of the resources, and to establish a calendar for maintaining the school infrastructure and equipment.

Support for the implementation of community forums on the school performances: Community forums took place in the target regions of the project. Participants included CEs; members of the School Support Teams; parents; students; locally elected officials; members of youth associations; GPFs; IA; IDENs, etc. These forums aimed at sharing and communicating school performance results (including test scores, pass/fail rates, attendance) and provided the community the opportunity to reflect on the year's activities, identify areas for improvement, and suggest solutions for the areas to be improved. In some cases, more than 200 community members attended their forum.

Results of the community mobilization activities: This activity was conducted in the regions of Tamba, Kolda, and Ziguinchor to assess the community mobilization activities and media coverage, to redefine objectives, and to build on the results achieved. This assessment will then lead to the development of an action plan and communication tools, and will help identify and document the best practices in the communities to support neighborhood middle schools.

Planned activities for January through March 2009

- Support for CGE Budget Reviews as part of the Forums
- Check-list adopted by IVS to monitor CGE operations
- Periodic diagnostic and inspection visits of CGEs by IVS and School Support Teams
- Support for school/community forums
- Community radio broadcasts of at least three messages per on the importance of transparent and accountable management of school resources
- Regional forums to share best practices.

2. PROJECT MANAGEMENT

Summary of activities from October through December 2008

Meeting of the Project Steering Committee:

The annual steering committee meeting was held to assess the project activities, share the annual work plan, and present the newly USAID – financed basic education project (EDB). Mr.

Kalidou Diallo, Minister of Preschool, Elementary, and Middle School Education, and the USAID/Senegal Mission Director chaired the meeting.

« USAID/PAEM is a viable project which has marked Senegal by its results». **Mr. Kalidou Diallo, Minister of Preschool, Elementary, and Middle School Education**

« The project is extraordinary, we can be proud of it. It fits the flagship actions of the educational system, and has brought major innovations such as the critical thinking to better improve the quality of teaching and learning. » **Mr. Ismaila Mbaye, Education Advisor to the President'**

Submission of the Annual Report: The USAID/PAEM project annual report covering the period from October 2007 to September 2008 was submitted to USAID. It contains detailed information on the implementation of last year's project activities.

PAEM staff retreat: PAEM staff held its periodic planning retreat to review last quarter's activities and to plan activities for the next quarter.

TABLE OF TRAINING CONDUCTED DURING THIS QUARTER

INTERMEDIATE RESULT 1: INCREASED ACCESS TO BASIC EDUCATION, ESPECIALLY FOR GIRLS AND VULNERABLE CHILDREN				
TRAINING AND TARGET AUDIENCE	DATES AND VENUES	WOMEN	MEN	TOTAL
INTERMEDIATE RESULT 2: IMPROVED QUALITY OF EDUCATION IN SUPPORTED SCHOOLS				
TRAINING AND TARGET AUDIENCE	DATES AND VENUES	WOMEN	MEN	TOTAL
Training of the CPs, IS and IFESH volunteers in the use of library resources	November 20 – 22 in Ziguinchor	03	22	25
Training of trainers in the use of the math manuals and guide	October 28 – 30 in Thiès	00	21	21
Training of math teachers in the use of the new manuals for the students and the teacher's guide	November 10 – 12 in Fatick, Tamba, Kolda and Ziguinchor	10	188	198
Training of trainers on “Promoting critical thinking in the middle schools”	October 6 - 9 in Thiès	02	31	33
Training of middle school teams on “Promoting critical thinking in middle schools” (first and second group)	November 6 – 8 and December 17 - 19 in Fatick and in Tamba	60	418	478
Training of the IS and CPs in the use of the classroom observation tool	November 17 - 19 in Kolda and in Ziguinchor	03	28	31
	SUB TOTAL	78	708	786
INTERMEDIATE RESULT 3: IMPROVED MANAGEMENT AND GOVERNANCE IN THE EDUCATION SECTOR				
TRAINING AND TARGET	DATES AND VENUES	WOMEN	MEN	TOTAL
Training workshops of CGE members / Module on the middle school maintenance	December '08 – January '09 in Kolda, Tamba and Ziguinchor	69	249	318
	SUB TOTAL	69	249	318
TOTAL FOR QUARTER 1 YEAR 6		147	957	1104

TABLE OF MEETINGS, SURVEYS, AND CAMPAIGNS DURING THIS QUARTER

INTERMEDIATE RESULT 1: INCREASED ACCESS TO BASIC EDUCATION, ESPECIALLY FOR GIRLS AND VULNERABLE CHILDREN				
FORMATION AND TARGET AUDIENCE	DATES AND VENUES	WOMEN	MEN	TOTAL
Meeting of the Project Steering Committee	December 2 in Dakar	07	21	28
Planning meeting for the Zero Tolerance campaign	December 12 in Dakar	07	02	09
Sensitization campaign for maintenance and upkeep of schools	September 22 – October 15 in the 4 regions	237	465	702
	SUB TOTAL	251	488	739
INTERMEDIATE RESULT 2: IMPROVED QUALITY OF EDUCATION IN SUPPORTED SCHOOLS				
TRAINING AND TARGET AUDIENCE	DATES AND VENUES	WOMEN	MEN	TOTAL
Demonstration of a software for the management of the library books and school resources	November 26 in Dakar	02	04	06
Observations in classrooms: Use of the observation grid by the CPs, IS and IFESH volunteers	November 24 - 27 in Kolda and in Ziguinchor	34	174	208
	SUB TOTAL	36	178	214
INTERMEDIATE RESULT 3: IMPROVED MANAGEMENT AND GOVERNANCE IN THE EDUCATION SECTOR				
TRAINING AND TARGET AUDIENCE	DATES AND VENUES	WOMEN	MEN	TOTAL
Participatory workshops on the students codes of conduct	November 4 -5 in Fatick and Ziguinchor and November 13 - 14 in Kolda and Tamba	05	118	123
Support for the implementation of community forums on schools performance	October 29 -31 in the 4 regions	456	1104	1560
Support mission for the re-start of PEs in the Kolda region	December 16 -19 in Kolda	18	45	63
Results of the community mobilization activities, radio broadcasts, identification and documentation of best practices	October 6 - 5 in Tamba, Kolda and Ziguinchor	216	428	644
	SUB TOTAL	695	1695	2390
	TOTAL FOR QUARTER 3 YEAR 5	992	2361	3343

TARGET COMMUNITIES

REGION	DEPARTMENT	PHASE 1	PHASE 2
Fatick	Fatick	Diaoulé Keur Samba Dia Diakhao Sine (R) Diohine (R)	Niakhar Ndiongolor
Fatick	Foundiougne	Diossong Bassoul Soum (R)	Dionewar Nioro Alassane Tall (R) Keur Samba Gueye (R)
Fatick	Gossas	Mbar Ndiéne Lagane Maka Kabone (R)	Ouadiour Patar Lia
Tambacounda	Tambacounda	Maka Kolibantang Bamba Missirah (R) Koussanar (R)	Sinthiou Malem Kahène Maléme Niani (R)
Tambacounda	Bakel	Khotiary Moudéry Kidira (R)	Ballou Gabou (R)
Kédougou	Kédougou	Bandafassi Fongolimbi Salémata (R)	Dindéfélo Saraya
Kolda	Kolda	Medina Yoro Foulah Sali Kegne Dioulacolon (R)	Pata Saré Bidji Oudoucar (R)
Sédhiou	Sédhiou	Djibiboya Karamtamba Marsassoum (R) Diannah Malary (R)	Diaroume Djibanar
Kolda	Vélingara	Wassadou Kandia Linkering (R)	Saré Coly Salle Sinthian Goudara (R)
Ziguinchor	Ziguinchor		Agnak Boutoute (R)
Ziguinchor	Oussouye		Boucotte-Dimbering Boukitingho
Ziguinchor	Bignona		Badioure Souda Mloump (R)

(R) = rehabilitated school

DOCUMENTS IN ANNEX

USAID/PAEM PROCUREMENT PLAN

USAID/PAEM PROCUREMENT PLAN REVISED JANUARY 24 2009 INCLUDES ONLY ACTIONS IN PROGRESS OR PLANNED (NOT THOSE COMPLETED)								
						ESTIMATED	ACTUAL	STATUS
	ITEMS	TARGET	#	ISSUE RFP	AWARD CONTRACTS	COMPLETION/DE LIVERY	\$ VALUE	AS OF JAN 24 09
1	BUILD MODEL RURAL SCHOOL	F, T, K	15	24 May	AWARDED AUGUST 07		AWARDS 2 746 067	5 SITES OF KOLDA TO BE COMPLETED IN FEB 09
2	BUILD MODEL RURAL SCHOOL	Z	5	5 AUG	AWARDED DEC 07	DELAYS DUE TO CEMENT SHORTAGES AND SHIPPING DELAYS TO REGION	AWARD 831 973	CONTINUED DELAYS, INSPECTIONS MADE IN OCTOBER AND DECEMBER. EST COMPLETION IN FEB 2009
3	RENOVATE MIDDLE SCHOOL	Z	2	5 AUG	AWARDED DEC 07	DELAYS DUE TO CEMENT SHORTAGES AND SHIPPING DELAYS TO REGION COMPLETION AUG/SEPT 08	AWARD 235 123	CONTINUED DELAYS, INSPECTIONS MADE IN OCTOBER AND DECEMBER. EST COMPLETION IN FEB 2009
	RENOVATE MIDDLE SCHOOL	F, T, K	6	5 AUG	JANUARY 08	MINOR DELAYS COMPLETION AUG 08	AWARD 763 364	COMPLETED IN SEPTEMBER 2008
4	ALTERNATE ELECTRIC/WATER	F, T, K, Z	10	VARIED	VARIES	VARIES		CASE BY CASE PROCUREMENT
5	SETS OF SCHOOL FURNITURE	F, T, K, Z	28	SEPT 07	AWARDED DECEMBER 07	DELAYS DUE TO PORT DELAYS AND CONSTRUCTION DELAYS	AWARD 505 000	2/3 OF FURNITURE DELIVERED TO ALL SITES. CHAIR DELIVERIES EXPERIENCE ADDL DELAYS. NOW EXPECTED IN JANUARY 09
FY 08								
6	COMPUTERS/EQUIPMENT	F, T, K, Z	28	JUNE 15	US AWARDS JULY 30 SEN AWARDS	SEPT 08 SEE LISTS ABOVE	750000	60% OF ITEMS TO BE DELIVERED TO DAKAR IN NOV AND DEC; TO

USAID/PAEM PROCUREMENT PLAN
REVISED JANUARY 24 2009 INCLUDES ONLY ACTIONS IN PROGRESS OR PLANNED (NOT THOSE COMPLETED)

						ESTIMATED	ACTUAL	STATUS
	ITEMS	TARGET	#	ISSUE RFP	AWARD CONTRACTS	COMPLETION/DE LIVERY	\$ VALUE	AS OF JAN 24 09
						AUG 5		SCHOOLS IN FEBRUARY
7	SETS OF LIBRARY BOOKS	F, T, K, Z	120	JUNE 1	JULY 5		440000	28 300 BOOKS DELIVERED IN NOV AND DEC. ADDITIONAL 6000 BOOKS PLUS 500 MAPS TO BE DELIVERED IN JANUARY 09
8	SETS OF SCIENCE EQUIP	F, T, K, Z	120	JUNE 1	JULY 5	SEPT 08 SEE LISTS ABOVE	221000	ALL ORDERS ARRIVE IN DAKAR IN NOV AND DEC. TO BE SENT TO SCHOOLS IN JAN AND FEB. 09.
9	ALTERNATE ELECTRIC/WATER	F, T, K, Z	5	VARIES	VARIES			COMPLETE HOOK UPS IN FATICK AND TAMBA IN FEB 09. KOLDA AND ZIG IN MARCH 09.
10	PRINTING USAID DEVELOPED MATH AND SVT BOOKS	F, T, K, Z	120	OCT 08	OCT 08	NOV 08	300 000	ORDER MADE. DELIVERY TO REGIONS IN JAN 09.
11	PRINTING ADOLESCENT HEALTH BOOK	F, T, K, Z	120	OCT 08	OCT 08	NOV 08	100 000	ORDER TO BE COMPLETED IN FEB 09.
12	ADDL LIBRARY SHELVES	F, T, K, Z	60	OCT 08	OCT 08	NOV 08	200 000	ORDER TO BE MADE IN FEB 09
13	SUPPORT TO SCHOOL IMPROVEMENT PLANS	F, T, K, Z	50	VARIED	VARIES	VARIES	160 000	PE FOR 28 NEW SCHOOLS RECEIVED IN DEC 09. SUPPORT FOR PLANS TO BE MADE IN FEB 09
14	MODIFY PHASE 1 SCHOOLS TO MEET	F, T, K	30	DEC 08	JAN 09	MAY 09	300 000	RFA TO BE ISSUED IN FEB 09

USAID/PAEM PROCUREMENT PLAN								
REVISED JANUARY 24 2009 INCLUDES ONLY ACTIONS IN PROGRESS OR PLANNED (NOT THOSE COMPLETED)								
						ESTIMATED	ACTUAL	STATUS
	ITEMS	TARGET	#	ISSUE RFP	AWARD CONTRACTS	COMPLETION/DE LIVERY	\$ VALUE	AS OF JAN 24 09
	PHASE 2 SPECS							
15	FINAL PRINTING OF ALL PROJECT MODULES AND RESOURCES	ALL REGIONS		DEC 08	JAN 08	APRIL 09	30000	
						ORIGINAL BUDGET	\$8,799,568	
						PLANNED TO DATE	\$8,000,000	