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**Strengthening Basic Education
EQUIP2, El Salvador
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With:

Research Triangle Institute
Mariposa Consulting LLC

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LIST OF ACRONYMS

AED	Academy for Educational Development
ACE	Community Education Associations (Asociaciones Comunes Educativas)
CDE	National Education Boards (Consejo Directivo Educativo)
COP	Chief of Party (Directora del Proyecto)
COMURES	El Salvador Municipal Corporation
CTO	Cognizant Technical Officer
DIGESTYC	Census and Statistics Department (Dirección General de Estadística y Censos)
DNGD	National Office of Departmental Management
EDUCO	Education with Community Participation Program for Rural Schools (Programa Educación con Participación de la Comunidad)
EQUIP2	Education Quality Improvement Program 2
EMIS	Education Management Information System
FEPADE	Private Sector Foundation for Educational Development
FLACSO	Latin American Department of Social Sciences (Facultad Latinoamericana de Ciencias Sociales)
IBB	International Book Bank
IIS	Integrated Information System
INSAFORP	Professional Development Institution of El Salvador (Instituto Salvadoreño de Formación Profesional)
M & E	Monitoring and Evaluation (Monitoreo y Evaluación)
MINED	Ministry of Education (Ministerio de Educación)
NEA	National Education Account (Cuenta Nacional de Educación)
NGO	Nongovernmental Organization (Organización no gubernamental)
PEA	Annual Education Project (Proyecto Educativo Anual)
PEI	Institutional Education Project (Proyecto Educativo Institucional)
PMP	Performance Monitoring Plan (Plan de Monitoreo)
RTI	Research Triangle Institute
USAID	United States Agency for International Development El Salvador
UCA	University of Central America (Universidad Centroamericana)

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EQUIP2

STRENGTHENING BASIC EDUCATION PROGRAM

USAID/EL SALVADOR

INTRODUCTION

USAID/El Salvador's Strengthening Basic Education Program is the compilation of an integrated group of activities that assist, in the long and short term, the efforts and priorities of El Salvador's Ministry of Education. The program proposes activities that support the development of educational policies that increase and improve social investment and transparency in the education sector, as well as increase and improve opportunities in basic education at the national level. The program has been extended until December 2010.

The Project has aligned its objectives and strategies with the new Social Education Program 2009-2014, "*Vamos a la Escuela*," which is the document that contains the strategies and programs that are a priority for the new administration and that substitutes the National Education Plan 2021. The 2010 Integrated Plan reflects the agreements between USAID and the MINED to develop activities that support the educational priorities of the Government of El Salvador.

This new report format responds to the objectives of USAID and presents a summary of the main advances of the program from the months of July through September 2010.

PRINCIPAL ACTIVITIES OF THE QUARTER

EQUIP2 finalized the MINED manual "Instructions for the management, administration, implementation, monitoring and control of cooperation and / or technical assistance grants"

EQUIP2 completed the final operations manual that develops the concepts, general policies, rules and procedures that MINED units and agencies need to apply in the stages of cooperation and / or grant assistance. This document will make certain that all administrative departments at the central, departmental and local levels of MINED are clear on procedures for the use of the amounts received annually from NGOs, the private sector, foreign cooperation and other sectors. This ensures the effectiveness, timeliness, efficiency and transparency of the use of these resources in achieving the national education goals.

EQUIP2 completed the analysis and redesign of organizational processes and performance of the Board of Education

EQUIP2 submitted to MINED an inventory of current organizational structure processes that are being developed by the Board of Education, these include employment and position manuals, manuals on standard procedures and a managers operations manual to improve the management skills of Departmental Directors. This activity was conducted in order to strengthen the organization and the departmental processes, to better support efforts to improve learning in schools, in accordance with the Social Education Plan.

EQUIP2 designed and implemented participatory strategy sessions of 56 hours spread over 7 sessions. 271 department officials participated in these working groups, of whom 155 were men and 116 women and central MINED staff of the National Directorate of Planning, National Departmental Management Office. This process achieved the full participation of the 14 departmental directors.

EQUIP2 conducted the third and fourth workshop on strengthening technical and managerial skills to help improve the management and performance of the Board of Education

The Board of Education is supported through a comprehensive strategy that includes education and training processes for these teams. In this quarter, a third workshop was held on the challenges of departmental management and on establishing a school management model under the Social Education Plan. The fourth workshop focused on strategic planning and organization for implementation, emphasizing the establishment of management skills strategies: time management, organization and motivation, tools for institutional analysis and analysis of education indicators.

EQUIP2 designed and implemented strategic workshops of 56 hours distributed throughout 7 working sessions. 271 departmental directors participated in these roundtable discussions, of which 155 were men, 116 were women and MINED personal from the Office of Planification and Office of General Management. Representatives from the 14 Salvadoran departments actively participated in these workshops and learned how to implement these strategies in the workplace.

EQUIP2 conducted four workshops aimed at strengthening MINED's National Directorate of Departmental Management

Complementing the above mentioned activity, EQUIP2 developed a training session on continuous improvement and quality management system ISO 9000:2000. Of the 70 departmental officials that attended, 95% reported greater interest in improving the quality of services provided to schools, and 88% felt that the topics covered in these workshops were relevant to the work they do in their jobs. Participants indicated that the conference is having the effect of supporting the sustainability and effectiveness of the quality management processes implemented by the departments.

EQUIP2 held three working sessions focused on techniques for developing high performance teams and user-friendly management tools designed for the technical team of MINED National Directorate of Departmental Management. These working sessions were attended by 32 representatives, of which 16 were men and 16 were women. 82% of participants felt that technical development of high performance teams require paradigm shifts and the establishment of areas of individual and group improvement, to achieve the objectives and goals. 93% prioritized the importance of practicing effective listening as a basis to provide better customer service and communication between staff and with other units.

EQUIP2 delivered the framework and modules of the training program for MINED's Management Advisors

EQUIP2 held three workshops aimed at defining the roles, responsibilities and content of the training program. These workshops were conducted with a team consisting of school principals and vice principals to assess training needs. 33 Principals, 13 Vice-Principals, 10 DNGD and DNE technicians, and 3 Departmental directors attended these workshops. The total number of participants was 59, of which 36 were men and 23 were women. As a result of the workshops, a proposal was drafted on the functions of principals and vice principals as well as a diagnosis of the training needs, based on what happens in the schools. This proposal was submitted to MINED, as well as the document review of the experiences in the area of professional development of principals and vice principals developed by MINED.

EQUIP2 developed two modules within the training plan aimed at technical assistants in departmental management

MINED accepted a training plan prepared by EQUIP2 aimed at strengthening the management skills of the Departmental directors' technical assistants. As part of this training plan EQUIP2 developed the module III "Development of skills to transform the culture of work" and module IV "Effective Technical Support." Technical advisors developed management strategies related to promoting a

particular organizational climate: effective communication, leadership styles, teamwork and creative conflict resolution. In Module IV, support tools are designed for schools: effective work schedules, instruments to monitor the progress and problems of schools, and other qualitative research instruments. These modules were 48 hours long and involved 85 advisors, 36 were women and 49 were men.

EQUIP2 began a study on the characterization of technical assistance in the teaching process - learning in the classrooms of the educational system and establishing a 2010 baseline

EQUIP2 team began the first phase of the qualitative study that seeks to survey principals, teachers and community members on the internal and external pedagogical technical assistance schools receive that support student learning. EQUIP2 identified the sample of 48 schools nationwide in urban, rural and urban insecurity (marginal).

EQUIP2 began updating the 2010 National Investment Accounts in Education (CNIE) in public sector investment

At the request of MINED, EQUIP2 began implementing CNIE by inputting data on the public sector. Meetings were held with the Director General of Accounting and the CEO of Economic Policy for the Ministry of Finance to update the information. Agreements were made with MINED to include the following components: 1) public sector (MINED, Other Central Government Institutions and Regions and Local Government), 2) higher education institutions (public and private), 3) household data and donations from international organizations. It was decided not to include information on the private sector and NGO's on this occasion.

During this quarter, EQUIP2 processed the data from 262 municipalities, inputting information from the Financial Management System provided by the Ministry of Finance. Disaggregated data on expenditures by level of education was held from the post 2008-2009 enrollment data for each municipality.

EQUIP2 updated the Access and Security Policy for Integrated Information System, following a request from MINED

EQUIP2 developed and agreed upon a proposed policy on access and security, which organizes information and provides levels of protection and information security. It also foresees the use of information, how to manage information, unacceptable uses of the information contained in the platform event and incident management.

Additionally, the Project completed a short list of indicators to monitor and evaluate the implementation of programs under the Social Education Plan. In addition, EQUIP2 identified and prioritized relevant information from the offices of Technology, Higher Education, Finance and UACI units, so that this can be integrated into the information system. Finally, refined and updated the Report Panels database.

EQUIP2 conducted a workshop on educational decentralization

In order to support the MINED in defining its strategy of decentralization, EQUIP2 organized a workshop for national directors and departmental managers, principals and teachers, members of the National Education Council, with the aim of identifying issues that can arise during the decentralization process. The workshop was attended by the technical team composed of international experts from EQUIP2 who included John Gillies, Ana Florez and Luis Crouch. They

shared with the audience different international experiences with decentralization. The workshop was moderated by consultant Kristin Rosenkrans.

EQUIP2 began a study on the restructuring and reorganization of the national educational services

EQUIP2 began the design phase of the first phase of the study to identify the current state of schools and the scope of the restructuring and reorganization of schools nationwide. MINED requested that USAID and the Spanish Agency for International Development Cooperation (AECI) provide technical and financial support to develop the first phase of the study, “technical assistance for the analysis and design of a proposed reorganization and strategies on reorganization of the national educational services” based on the guidelines of the Social Education Plan in its line of equity in access and retention at all levels of education. USAID supported financially and technically the first phase of the study. The next phases will be developed with the support of AECI, the Italian Cooperation and technical support from USAID through EQUIP2.

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ADVANCES IN ACTIVITIES BY COMPONENT

GOALS	QUARTERLY RESULTS	COMMENTS/NEXT STEPS
A. Component 1. Increased and improved social sector investments and transparency in education		
A.1. At least one effectiveness study completed in collaboration with the MINED on the impact of basic education interventions.	<p>-After the presenting the results of the strategic review of EDUCO, the Project printed 400 copies of the report to share with various stakeholders</p> <p>-EQUIP2 began to study the technical assistance that public schools receive from the public sector in El Salvador. This study aims to identify the type, shape and characteristics of technical assistance in public schools.</p>	<p>-USAID and EQUIP2 will meet with the Minister of Education to discuss the options proposed in the study of EDUCO and agree whether or not there will be follow-up activities to be implemented by EQUIP2.</p>
A.2 Sources and uses of education finances tracked, resulting in increased and more equitable investment.	<p>- Preparation of work plan with timetable of activities.</p> <p>-Processing of municipal investment data by educational level.</p> <p>-Processing the 2008 data on budgets and donations collected by the private sector survey in the first stage of CNE.</p> <p>-Meetings with MINED to establish agreements on components to include, present CNIE methodology and facilitate the delivery of data.</p> <p>-At MINED's request a meeting was held with the Technical Secretariat of the Presidency to discuss progress of the consultancy.</p>	<p>During the next quarter, the following activities are anticipated:</p> <p>a) Approving the MINED work plan, and presentation to the President's technical secretary.</p> <p>b) updating the educational investment data for the various components</p> <p>c) Estimate the indicators in public educational investment and in primary education as detailed in the Millennium goals.</p> <p>d) Estimate indicators in additional educational investments</p> <p>e) Consolidate the CNIE tables, Basic educational tables, auxiliary tables, and table 1 of the UNESCO formulary.</p>

GOALS	QUARTERLY RESULTS	COMMENTS/NEXT STEPS
<p>A.3 Strengthening of MINED capabilities to develop and analyze data within the Integrated Information System (IIS) and to develop a strategy for institutionalization, accountability and transparency.</p>	<ul style="list-style-type: none"> - EQUIP2 integrated information from the Departments of Educational Technology, Higher Education and UACI. And programs: Package School Food Program and Literacy. -Performed the design, development and implementation of strategic indicators derived from the Sala Situacional. -EQUIP2 performed Panel Reports containing relevant and updated information -The proposal on Access and Security Policy was developed. 	<p>EQUIP2 produced all documents necessary for the maintenance and updating of the Panel Report, Sala Situacional, and Geographic Information System. In addition this report will form part of the proposed consolidated Access and Security Policy.</p>
<p>A.4: Strengthen the continuity of national educational objectives by reinforcing the capacity of the MINED, and other various stakeholders, who support and monitor education sector progress.</p>	<ul style="list-style-type: none"> - A workshop on decentralization was had with 76 participants. - Became familiar with a number of different decentralization experiences in other countries, including Colombia. Identified the challenges that MINED has to resolve to give quality service, in an efficient and equitable manner. - Developed a document on the opinions of MINED staff in order to shed light on where to deal with decentralization and build a work plan to develop this process. 	
<p>A.5: Establish international and local private sector alliances to support educational priorities to improve quality.</p>	<ul style="list-style-type: none"> - Continued to distribute books to schools selected by MINED, this time to 359 schools, giving 6,015 English books and 26,909 Spanish books -The Ministry of Education asked the United States Agency for International Development (USAID) and the Spanish Agency for International Development Cooperation (AECI) for technical and financial support to develop the first phase of the study on “technical assistance for analysis and design of a proposed strategy on the restructuring and reorganization of the national educational services” -This partnership also involved Italian cooperation since they are supporting the MINED in defining models of full-time school being developed in the country. 	<p>-EQUIP2 will deliver the rest of the books to schools selected by the MINED.</p>

GOALS	QUARTERLY RESULTS	COMMENTS/NEXT STEPS
B. Component 2: Increased and improved basic education opportunities		
<p>B.1: Improve MINED strategies and tools regarding school management and leadership for school principals to enhance student learning.</p>	<ul style="list-style-type: none"> - Delivered to MINED the following: 1) inventory of the processes being developed, 2) Procedural Manuals, 3) Manual on the position profiles, 4) Managers Operations Manual. - Workshops on developing diagnostics on needs and inputs for the structuring of training for school Principals -Approved the technical assistants training program curriculum. - EQUIP2 has developed Module III "Development of skills to transform the culture of work" and module IV "Effective Technical Support" training program for management assistance. -On July 13th, a training seminar was developed on the subject of continuous improvement and Quality Management System ISO 9000:2000. -As a result of the workshops, the departmental management team has developed an institutional diagnosis on the educational reality of their departments. It also managed the tools and techniques to develop strategies and its operational plan. 	<ul style="list-style-type: none"> - Digital formats will be designed and a web version of the different manuals in order to facilitate access to them. -Provides for the implementation of a virtual classroom and the development of the 4 remaining modules scheduled in the training plan. -Conducting training for technical assistance managers. - Developed the last training module. -Established a strategy in coordination with the DNGD Directors to track the progress of the technical team. -Continue with the training workshops.
C. Monitoring and Evaluation		
<p>C.1. Collect Information</p>	<p>-EQUIP2 is finishing the collection of some data necessary to update the 2009-2010 PMP</p>	<p>-Mariposa Consulting, an EQUIP2 partner, will travel to El Salvador to finalize the collection of information and work with the EQUIP2 team to prepare the PMP, to be submitted to USAID.</p>

LESSONS LEARNED

It is essential to highlight the importance of working with MINED in strengthening its legal institutional framework. This case highlights the importance of the instructional manual in assisting MINED in strengthening its external relationship with those who contribute annually with donations aimed at achieving the educational goals. Since this activity was initiated under the previous government and has continued with the current government, the lessons learned from this quarter synthesize the experiences of the past two years of developing this manual. The manual has had input from a host of MINED officials, who have shared their valuable insights in the process. However, these observations were diluted by continuous revisions affecting the final draft. Based on this lesson, EQUIP2 is working with MINED to narrow certain processes and agree on realistic goals for subsequent activities that help MINED establish timetables for their own goals, while taking into account actual execution times.

CHALLENGES ENCOUNTERED AND PROPOSED SOLUTIONS

This quarter, the main challenge has been working with the MINED and their different directorates. The MINED does not integrate work teams within their own directorates. Therefore, EQUIP2 proposed and developed processes to facilitate coordination between the teams. This coordination has required intense negotiation processes to support the MINED in reaching basic agreements.

FOLLOW UP VISITS AND GEOGRAPHIC INFORMATION SYSTEM

This report does not include areas of intervention or appointments.

INTERNATIONAL TECHNICAL ASSISTANCE

CURRENT QUARTER

Area of Technical Assistance	Specialist	Dates
Strategic Review of EDUCO Program	John Gillies	July 7-13, 2010
Strategic Review of EDUCO Program	Luis Crouch	July 8-14, 2010
Strategic Review of EDUCO Program	Ana Florez	July 6-13, 2010
Collection of Final PMP Results	Ray Chesterfield	July 1-2, 2010
Integrated Information System	Sergio Somerville	July 1-3, 2010

PROPOSAL FOR NEXT QUARTER

Area of Technical Assistance	Specialist	Dates
Strategic Review of EDUCO Program	Ana Florez	December 2010
PMP final results	Ray Chesterfield	December 1-6, 2010
Educational Information System	Sergio Somerville	November 8-12, 2010