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ANNUAL REPORT  
PRIMARY EDUCATION PROJECT  
(March 1, 1989 to February 28, 1990)

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LIBERIAN PRIMARY EDUCATION PROJECT

Contract Staff in Liberia

William Kromer: Educational Administration Advisor and  
Chief of Party  
William Fanslow: Teacher Education and Supervision Advisor  
Henry Browne: Administrative Assistant

Contract Staff in Washington, D. C.

Sharon Franz: Officer in Charge  
Earl Yates: Home Office Coordinator  
Anna Grady: Project Assistant

Subcontractor Staff

Charles Kidd: Cooperative Institute for International Policies  
Research and Education---Florida A & M University

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## I. MAJOR ACCOMPLISHMENTS:

During the 2nd project period the T. A's assisted the staff of the Bureau of Primary Education accomplish the following:

### A. TRAINING:

1. Increased the number of new PEP schools by 212.
2. Trained 1001 teachers, principals and DEO's to use PEP materials and methodology.
3. Trained 234 PEP teachers in a second course leading to entry level certification.
4. Trained 121 principals, Instructional Supervisors, DEO's and Peace Corps volunteers in instructional supervision skills.
5. Prepared 42 trainers who conducted eight sessions of in-service training.
6. Developed and used four video tapes of PEP classroom instruction to enhance training workshops.
7. Involved the Bureau of Teacher Education and Accreditation in planning the in-service training workshops for second year PEP teachers and implementing the 1990 in-service workshop.
8. Developed and revised training materials and arranged for printing and packaging into booklets for use during in-service workshops.
9. Developed and implemented a PEP orientation, training and practice teaching program at KRTTI utilizing the PEP training materials.
10. Sorted and packaged the various training materials for each training site.
11. Designed and administered pre and post tests to participants of the several in-service workshops to determine what information and concepts were mastered.

### B. ADMINISTRATION:

1. Facilitated the PEP Technical Committee which held 11 monthly meetings to advise in project implementation.
2. Developed collaborative relationships with the Liberian Rural Communications Network, Peace Corps, CREDO, Plan

International and other agencies concerning various aspects of project implementation.

3. Arranged for the development of an Inservice Workshop for non-public school teachers and principals.
4. Developed a participant training plan and nominated two instructional supervisors for MA degree training in supervision.
5. Set up and deployed computer systems within the computer center of the Bureau of Primary Education.
6. Revitalized the PEP Production and Distribution Unit by writing job descriptions for key positions, by locating new warehouse facilities and by improving quality checking of instructional materials during the printing and packaging stages.
7. Reorganized the system of packaging instructional materials and organized a new system of delivering instructional materials on a county by county basis.
8. Contributed ideas for improving the design and construction of the wooden semester boxes.
9. Provided liaison with and support for PEP Peace Corps volunteers during their visits to Monrovia.
10. Designed and printed certificates awarded to participants successfully completing the PEP in-service workshops.
11. Developed new and/or revised job descriptions for PEP and BPE personnel (Assistant Minister for Primary Education, Assistant Project Director, Administrative Assistant, Accountant, Production Unit Director, Packaging Coordinators and Inventory and Distribution Coordinator).
12. Solicited estimates for the printing of the Teacher In-service Training materials, selected the printer, and monitored the quality of the printed materials.
13. Solicited estimates for the printing of the Supervision Training materials, selected the printer, and monitored the quality of the printed materials.
14. Composed document, requested by the HRDO, describing project priorities and strategies to use during a phase out.
15. Assisted in the development and implementation of periodic meetings attended by project (BPE) senior staff.

16. Assisted in the location and renovation of a large warehouse for use in packaging and storing PEP instructional materials.

C. SUPERVISION:

1. Visited PEP schools in each of the 13 counties to assist teachers and principals validate the use of instructional materials and to gather feedback for improving the project.
2. Developed and distributed 5 issues of the PEP Supervision Newsletter to each PEP school and Education Officers.
3. Coordinated the work of Instructional Supervisors, DEO's and PC volunteers during the administration of the radio pre and post tests
4. Directed and monitored the work of Instructional Supervisors, DEO's and PC volunteers as they provided instructional supervision in the field.
5. Liaisoned with Peace Corps officials in placing new volunteers at appropriate sites.

D. RADIO:

1. Prepared 60 fifteen minute radio programs to augment in-service training for PEP teachers and principals.
  2. Conducted pre-and post-tests to determine the impact of the pilot radio broadcasts.
  3. Distributed and reclaimed nearly 200 radios used in the Pilot Radio Study.
  4. Trained 35 Instructional Supervisors, Peace Corps Volunteers and DEO's to administer the pre and post test for the Pilot Radio Study.
  5. Solicited and awarded two contracts to local companies for data entry of the pre and post radio study tests.
  6. Solicited and awarded two contracts for the printing of the pre and post radio study test instruments.
  7. Assisted in developing a system for PEP staff coding of the pre and post test instruments in readiness for data entry.
  8. Revised and augmented the radio pre test in developing the radio post test.
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E. PROJECT RELATED MOE ACTIVITIES:

1. Assisted in the planning, organization and implementation of the National Educational Policy conference.
2. Assisted in planning, facilitating and implementating several Regional Education Officer/School Board meetings.
3. Assisted in planning, facilitating and implementating of the MOE Five Year Plan.
4. Assisted in the planning for the Primary school rehabilitation program.

F. MISCELLANEOUS:

1. Edited three issues of the PEP BULLETIN distributed nationally.
2. Assisted in the development of the PEP calendar which was printed and distributed nationally.
3. Participated in the Programmed Learning workshop at Robertsfield International Airport that developed ways to improve PL instruction in PEP classrooms.
4. Assisted BPE staff in the UNDP sponsored curriculum development that will experiment with added learning objectives in the science materials.
5. Collaborated in the conversion of the Nimba County Rural Development (NCRDP) Project materials to the PEP programmed learning format (Conversion and testing of the new materials to be done by NCRDP with a grant from the West German government).
6. Assisted in the development of a Liberia Country Paper for presentation to the African Conference on Radio Education held in Zimbabwe, January 22-26, 1990.
7. Participated in the NARDA conference for NGO's and PVO's to develop contacts with prospective PEP collaborators.
8. Sponsored (non-project funds) an Appreciation Dinner for departing Peace Corps Volunteers.

G. USAID MISSION TO LIBERIA:

1. Developed and submitted the project Annual Work Plan.
2. Composed and submitted project progress reports for each of the 12 months.

3. Completed and submitted quarterly financial reports to the Mission Controller.
4. Revised the five year AWP budget projection at the request of the Contract Officer.
5. Participated in periodic meetings with the Project Manager to review progress and plan for upcoming events.
6. Participated in monthly meetings called by the Mission Director.

H. PRODUCTS PRODUCED BY CONSULTANTS:

1. Radio Impact Study Consultant -- Mr. Jeff McDowell
  - a. Advised on the writing of the radio post test instrument.
  - b. Completed report describing results of the radio pre test.
  - c. Completed Radio Impact Report that gave the results of the pre and post test and analyzed the results for impact.
2. Radio Production Consultant -- Mr. Mark St. Clair
  - a. Trained a Liberian in the skills to become the Production Chief of the PEP Radio Unit.
  - b. 60 radio scripts written and approved.
  - c. 60 radio programs recorded in draft form.
  - d. 48 radio programs completed (post-production).
  - e. 12 radio programs in post-production.
  - f. Trained and monitored 3 radio production specialists.
  - g. Organized and monitored the Radio Production Unit.
  - h. Coordinated the use of talent (actors) in producing the radio programs.
  - i. Developed a program production schedule.
  - j. Integrated the work of the monitor group into the schedule of production activities.
3. Test and Measurement (CRT) Consultant -- Dr. E.B. Laryea
  - a. Reviewed PEP measurement objectives and determined that the Criterion Referenced Test (CRT) was the type of test needed for PEP.
  - b. Organized subject matter specialists to assist in revising the CRT, originally designed by Dr. Edward Kelly in 1985.
  - c. Completed 30 CRT tests (5 in each of the 6 grades).
  - d. Completed instructions for the 30 CRT tests.
  - e. Selected a random stratified sample of PEP schools for administration of the CRT.

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4. Financial Consultant -- Mr. John Chupp
  - a. Improved PEP/BPE accounting system using a revised manual accounting system of basic double entry accounting principles.
  - b. Installed data base system that supports the manual system.
  - c. Trained PEP accountant and selected department employees in both the manual and automated accounting system.
  - d. Provided recommendation for purchasing data processing equipment.
  - e. Established procedures for controlling expenditures and petty cash disbursements.
  - f. Established new job description for accountant.
  - g. Identified bank overcharge amounting to \$20,000 and assisted the Ministry in securing a refund.
  - h. Identified excessive monthly bank service charges and suggested ways to minimize such charges.

## II. INDICATORS OF PROJECT SUCCESS

### A. Front loading/accelerating the project:

The decision to front load the project resulted in the attainment of most of the End Of Project Status indicators nearly three years before the original project ending date.

Accelerating project activities has had the following results:

1. Over 600 schools, including the 39 Credo and Plan International schools, have teachers trained and using PEP instructional materials.
2. Over 3300 teachers and principals have been trained in PEP methodology.
3. All scheduled project commodities have been delivered and deployed.
4. The Radio pilot program has been implemented including the completion of the Impact Study based on pre and post tests.
5. The Criterion Referenced Test has been written and plans have been developed for a November, 1990 administration of the CRT to a sample of PEP schools.
6. Improvements in the administration of project functions have been institutionalized and some integration of BPE (PEP) functions have been mainstreamed into the Ministry of Education.
7. In-service training workshops proved effective in preparing teachers and principals for the task of implementing PEP at school sites.
8. The BPE staff acquired competency in training and can successfully operate the regular training programs.
9. Instructional supervision at school sites has begun with over 50 Instructional Supervisors, DEO's and Peace Corps volunteers trained and deployed.

### III. PROBLEMS REMAINING

1. Brooke sensitive debt.
2. Phase-out of USAID projects.
3. Negative effect of the armed conflict in completing the project.
4. Insufficient time to complete participant training implementation.
5. Ministry Of Education that has few resources for sustaining the reformed system of primary education.
6. Maximizing the impact of US dollars on project activities (obtaining discounts).

### IV. FOCUS FOR THE THIRD PROJECT PERIOD (March 1, 1990 to February 15, 1991)

#### A. Sustainability of reformed system of primary education.

1. Establishing an instructional materials fee to be collected each semester from all PEP students and placed in a time deposit. The proceeds will be used to replenish instructional materials.
2. Placing project personnel on the MOE recurrent budget.
3. Determining the post-project operational costs and identifying sources of funds to cover the needed expenditures.
4. Preparing personnel from non-governmental agencies as trainers and assisting them organize in-service training workshops for teachers of non-government schools.
5. Replacing PEP instructional materials in schools wherever necessary (materials destroyed during the armed conflict).
6. Submitting a proposal to UNICEF for funding training and materials production costs.

#### B. Orderly phase-out of the project that utilizes available resources to increase the quality of project activities and to increase the productivity of these activities.

1. Training teachers from all the remaining eligible public schools with two or more teachers using the established 24 day (4 week) training format.
2. Training teachers from 150 non-public schools using the same 24 day training format, probably in a separate workshop.
3. Develop and field test a format for training teachers new to the profession. This format will probably utilize experienced Instructional Supervisor/trainers for a 2-3 week period on site.

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4. Develop and field test a system for "tuning up" current PEP teachers. The development of this system will draw upon the experience of the Instructional Supervisors in conducting informal local workshops over the past two years and will use the various PEP training materials already developed and printed. This system, while utilizing all of the existing DEO's, PCV's and I.S.'s, will be headed by a Senior Training/Supervision coordinator in each of several counties or regions.

A one or two day workshop will be held for DEO's and I.S.'s to train them to use the new "tune up" system, share successful practices and insure that supervisors realize that "tune up" workshops for teachers in their service area is a job expectation.

5. Include persons designated as trainers from CREDO, Plan International, concession school systems and other non-public school groups in the Training the Trainers' workshop. Once trained, they will be trainers at workshops for non-public teachers.

6. Teach senior students studying primary education at KRTTI the PEP curriculum method. PEP staff will assist KRTTI to institutionalize the PEP curriculum methodology during the first semester. Other teacher training institutions will then be approached to include the PEP curriculum method in their per-service training program.

7. Insure an orderly transfer of all project materials, equipment, and files to appropriate MOE and USAID officials.