



Off the Ground in

Photo-U.S. Department of Defense

Creative Associates has embarked on a new and challenging chapter. Twin education and democracy programs in Iraq allow the firm to draw on more than two decades of democracy building and education experience in transitioning societies. Creative Associates brings to both projects an approach that understands that grassroots community empowerment is the backbone of healthy governance and education systems.

The Revitalization of Iraqi Schools and Stabilization of Education (RISE) Project, funded by USAID, aims to reverse more than a decade of neglect to Iraq's education sector. Creative Associates is the prime contractor for the project, with American University and Research Triangle Institute (RTI) as main subcontractors. The firm is also a subcontractor on the Iraq Local Governance Program, which is assisting Iraqi communities in building effective self-governance at the local level.

Breathing Life into Iraq's Education System

Decades of brutal repression and conflict have devastated Iraqi schools and education systems, which have suffered from neglect and an acute shortage of basic learning materials.

A comprehensive inventory of 3,900 Iraqi secondary schools will help the RISE team establish a detailed school profile, assessing each school's physical condition and what is required to create a more conducive learning environment for Iraqi children. Hundreds of local Iraqis in Basra responded to the first advertisements for inventory takers in that city. The inventory process is beginning in southern Iraq and moving north into 18 governorates. RISE subcontractors American University, the Iraq Foundation, and the American Islamic Congress are coordinating with participants on the ground and will guide and train inventory takers in the collection of data on student populations by gender and ethnic background, and teachers by gender and teaching specialty. >

By the October launch of the new school year, RISE will deliver 1.2 million student kits and school equipment to 3,900 secondary schools. In many communities, education committees are forming to repair and upgrade neglected school facilities. Innovative parents are pooling skills and resources to rebuild damaged school buildings. The RISE team will work directly with these committees, using a small grants program for school refurbishment and revitalization, to help harness and strengthen citizen participation. Each of the Ministry of Education's governorate offices will be restored to ensure functionality.

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Community Participation Flourishes in Morocco



Creative Associates' Morocco Education for Girls (MEG) project has been working to remove the barriers to girls' education in eight rural provinces in Morocco. MEG's primary objective has been to increase the number of girls who complete six years of primary school.

Creative Associates expanded from 20 pilot schools in five rural provinces to 12 additional schools in three provinces in the south of the country. Teacher training and community participation are key to MEG interventions. The project has worked closely with the Ministry of Education to develop teacher training curricula and encourage the forging of strong ties between communities and schools.

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OFF THE GROUND IN IRAQ

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One of the project's greatest challenges will be the reintegration of millions of marginalized Iraqi students who, for economic and social reasons, were forced out of school. With the assistance of Creative Associates' partners, local teachers will be hired and trained to work with out-of-school children between six and 14 years of age. Five accelerated learning models are being developed and tested in preparation for this initiative.

Creative Associates will collaborate with RTI, Bechtel, and USAID's senior education advisors to develop both a reconstruction plan for the transitional Ministry of Education and a five-year plan for the reform of Iraq's national education system. The RISE Project is also collaborating with RTI, DevTech Systems, American University's Center for Global Peace, The Iraq Foundation, The American Islamic Congress, and the American Manufacturers Export Group (AMEG).

Local governance Starting with Neighborhood Needs

Creative Associates is assisting RTI as a subcontractor on the Iraq Local Governance Program, which is addressing some of the country's most urgent post-conflict needs while helping to develop effective local governance. Rapid response grants have been directly administered and co-funded in several cities. In Um Qasr, all 20 of the city's schools are being revitalized. In Basra, health clinics are being refurbished so they can meet the population's most pressing needs.

Creative Associates is providing experienced civil society and rapid response experts for the implementation of the Local Governance Program and has staff working with local interim councils to develop community involvement in Basra, Al Hillah, and Mosul. The Local Governance Program has begun to develop neighborhood advisory councils in more than 40 of Baghdad's 87 neighborhoods, a model that is being considered for national replication.

Past success with locally driven democracy and education projects in Lebanon, Jordan, Morocco, and Afghanistan have provided Creative Associates with a broad understanding of education and post-conflict development in the Middle East region. Post-conflict countries, including El Salvador, Guatemala, Nicaragua, Peru, Angola, and Serbia, have benefited from Creative Associates programs that provide the tools to help communities meet short-term needs and address long-term societal challenges. ■

CREATIVE ASSOCIATES COMBATING HUMAN TRAFFICKING



Creative Associates has launched new initiatives that look beyond child labor in countries where that fight is part of a greater battle against human trafficking. Under its Basic Education and Policy Support (BEPS) Activity, initiatives in several countries aim to use life skills training, mentoring, and formal and nonformal education to reach children, families, and communities-at-large on child labor and trafficking issues.

Near the Romanian border, along one of Eastern Europe's most popular trafficking routes, lies Ruse, Bulgaria. Creative Associates is teaming with five local Bulgarian NGOs on a pilot project that is reaching some 1600 citizens using education to combat sexual exploitation among children and fight trafficking in and around the border city. The project is making strides by strengthening the ability of local NGOs to train teachers, provide school tutoring and a summer program for at-risk children, offer vocational training for older youth, and improve prevention, education, and the collection of data on vulnerable children.

The Bulgarian pilot project uses peer educators to open younger at-risk children's eyes to the dangers of trafficking. Twenty high school youth in Ruse have received training on child labor and trafficking, preparing them to present the topics to their peers. Talks

have been very well received in schools, inspiring volunteers to become increasingly invested in the plight of at-risk students. Volunteers will work as teaching assistants in a summer program and in the fall additional training will allow even closer mentoring. Participating students, volunteers, teachers, and school directors agree that the student mentoring approach could be valuable beyond the Ruse school system and across Bulgaria.

Another BEPS pilot project in Nepal is using education to prevent abusive child labor, trafficking, and unsafe migration for children affected by conflict. Nepalese children suffer under a ravaged educational infrastructure and economy that has all but collapsed due to the Maoist insurgency and the ensuing violence in 1996. Fear and economic desperation have led many young Nepalis to migrate to urban areas and to India making them highly vulnerable to abusive child labor and to other risks to their health and well-being. Children who have remained in rural districts have seen their schools destroyed or abandoned and many youth have joined the insurgency as soldiers or porters.

Creative Associates has partnered with World Education/Nepal and local Nepali NGOs in five districts across Nepal. Since the start of the school year in April, some 50 teachers have been trained in nonformal education practices that bolster prevention. Scholarships are being provided to displaced youth, making it possible for them to access education and an accompanying vocational training program that is being designed to serve 200 youth. Education efforts are emphasizing safe migration practices, abusive child labor and trafficking awareness, and HIV/AIDS prevention. These interventions will, in many cases for the first time, link youth with non-abusive employment opportunities.

The U.S. State Department estimates that last year alone as many as four million women and children were trafficked across global borders. ■

For more information on the issue, log onto: www.usaid.gov/about/trafficking/.

COMMUNITY PARTICIPATION FLOURISHES IN MOROCCO

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The project also includes a management component, supporting the Ministry's decentralization process. A computer-assisted teacher training component was added to the project in 2000.

Reviving community involvement in schools

MEG has focused on organizing and encouraging parent-teacher associations to support schools and open them up to their communities. A local NGO facilitated this process by providing training to nascent associations. This movement revived community involvement in schools after many years of school/community separation following the nationalization of the education system and Morocco's independence in 1956.

Community mobilization has been highly successful in renewing the school/community relationship and, in many cases, school associations have integrated their activities with those of the village association. These parent groups determine the local school needs, discuss educational quality issues, and monitor teacher performance and attendance. Local groups are eligible to receive \$1,000 for initial micro-projects, such as school infrastructure improvements, with the parents themselves providing labor. Spin-offs of local associations produced women's literacy groups and other needs-focused NGOs. The board members of these associations have been trained on how to run associations, the role of members, how to do a needs assessment, a work plan, and the basics of intra-group conflict resolution. The training reached more than 500 association board members, and 33 schools have been empowered to make infrastructural improvements. Community mobilization efforts have reached other schools and trained inspectors are helping to form associations in neighboring schools.

Improving teacher training

To improve the quality of teaching and

training, MEG developed an extensive set of training modules. Creative Associates local staff trains school inspectors, teacher-trainers, and Ministry officials, who then devolve this training to other teachers in their schools and teacher-training colleges. Arabic replaced French as the language of instruction during the 1980s, so MEG modules and training sessions are in Arabic. Topic modules include: student-centered teaching, Arabic, mathematics, and writing workshops, a new regional and local curricula outline, and a very successful training module for integrating new teachers into rural areas. Each teacher-training college in MEG's eight pilot provinces has developed its own Web site. Hundreds of teachers have been trained in new technologies. Subject areas introduced recently into teacher-training curricula include: local history and environment (specific to each area of the country), environmental protection, health, and life skills such as HIV/AIDS sensitization, human and child rights, and citizens' rights.

A critically important module for cementing the school/community nexus is training for school management, or school directors. School director training uses a participatory approach, incorporating role-playing and group work. As the pivot point of the school, the director is encouraged to stay close to teachers and to carry out a pedagogical role. Since on-the-job training is not available for teachers, the school director can help with that part of teacher development. School directors relay the importance of lifelong learning to teachers, and work in partnership with teachers and parents. Training covers working with the local government and the local Ministry of Education delegation. Younger, dynamic teachers are selected to be school directors based on merit, instead of seniority. Some 5,000 school directors have received the three-day training. This module will be adapted by the MOE for use in its teacher-training colleges.

Between 18 and 20 modules have been created and validated by the MEG project, ranging from the basic themes of the school director as a resource and community leader, the school as the focal point of the community, to the importance of peer mentoring. On-the-job training and lifelong learning for

educators are available to teachers through a Web site.

MEG has provided fertile ground for a successful education reform program to unfold in complete collaboration with the Ministry of Education in Morocco.

HELPING ANGOLANS NAVIGATE TRANSITION



After more than 20 years of brutal civil war, the confidence of the Angolan people in their potential to build lasting peace is growing. The Angola Democratic Transition Project, sponsored by USAID's Office of Transition Initiatives, is helping the country's nascent civil society shape Angola's transition, so that peace is characterized not just by the absence of violence, but by an open society that embraces cooperation and civic participation.

Over the course of its first year, the Angola Democratic Transition Project will distribute \$1.5 million in in-kind grants to Angolan organizations working in media, advocacy, and community development. According to Program Development Officer Paulo DaCruz, "Politicians have always had the war as an excuse not to do anything. Now, they will have to work hard to meet the demands of communities who feel that the peace has come to last. The government becoming more open and representative is contingent on pressure by the population."

The first series of grants has been issued to a variety of organizations in the capital city of Luanda and in the provinces of Huila and Benguela. One of the recipients, Bismas das Acacias, uses theater to provide human rights education to women street vendors in Benguela. Project grants are also enabling a local grantee to address the reintegration of displaced persons in Angola and the issue of land reform in one of the country's most vulnerable areas. One of Angola's most influential independent media outlets, Radio Ecclesia, has received a grant to develop

a civic education series that will reach thousands of listeners. A strengthened information technology infrastructure will enable an Angolan syndicate of journalists to extend their reach and enhance provincial offices.

In 1994, Creative Associates assisted the Humanitarian Assistance Unit of the United Nations (UCAH) in responding to urgent demobilization and reintegration needs after the signing of the peace accord in Angola. A year later, Creative Associates began shepherding a three-year community revitalization program that initiated micro-rehabilitation projects reaching 600,000 Angolans in isolated areas severely affected by the war. The current Angola Democratic Transition Project will offer assistance through January of 2004. ■



"The government is moving away from a wartime mentality and beginning to set its priorities for the future."

- Paulo DaCruz
Program Development Officer,
Angola Democratic Transition Project

LETTER FROM THE FIELD

Denny Freed, who moved mountains to see that 10 million textbooks were delivered to Afghanistan four months ahead of schedule, contributed this letter from the field. He is a procurement specialist with the American Manufacturers Export Group (AMEG), one of Creative Associates' partners on the Afghanistan Primary Education Program (APEP).

Under the USAID-funded Afghanistan Primary Education Program, Creative Associates, supported by AMEG, printed and transported some ten million textbooks for Afghanistan's children. The books, comprising more than one billion printed pages, are meant for second through twelfth-graders and include 169 different titles covering all basic academic subjects except Islamic studies. They are printed in two languages, Dari and Pashtu.

Awarded the contract in late January of 2003, Creative Associates mobilized to Kabul and called upon AMEG to begin the procurement process. The first order of business was to decide where to print the books. An AMEG procurement specialist departed for Kabul to survey local printing capabilities. Identifying a local printer was an essential step in the process in order to benefit the students, cultivate private enterprise, and create jobs in Afghanistan.

In the end, Afghan printing companies were not able to manage a job of this size. Pakistani companies were fully committed to printing textbooks for Pakistani schools. APEP turned to offshore printers. The contract was awarded to a firm in Indonesia, with the Afghan company Baheer Printing and Computer Co. Ltd. acting as a subcontractor for translation and quality control.

Sea freight could not get the Dari language textbooks delivered in time, since Dari-speaking schools begin earlier than Pashtu-speaking schools. Creative Associates chartered an airlift directly to Kabul. Every two days, 50 metric tons of Dari primary textbooks were flown to Kabul. All textbooks were printed and delivered to Afghanistan four months ahead of schedule.

The successful provision of ten million revised multi-lingual textbooks is only one of APEP's objectives. The Afghanistan Primary Education Program is tailored to bolster basic education services by providing learning materials to classrooms, enabling teachers to access radio-based teacher training, and providing accelerated learning to meet the critical needs of overage girls and boys studying in the primary grades.

OFFICE OF THE PRESIDENT

Creative Associates President and CEO Charito Kruvant joins the Greater Washington Board of Trade's International Gateway Program as its volunteer Chairperson. The Gateway is a joint initiative of the Greater Washington Board of Trade and the International Trade Center and provides regional business executives increased access to information on business opportunities and trade policy trends around the world. Since 1999, the International Gateway has brought business representatives from around the world closer together through more than 400 business delegations and educational forums.

Dynamic women business leaders from Egypt, Morocco, Lebanon, Jordan, Yemen, Israel, and Algeria recently joined Charito Kruvant and her team at Creative Associates for a roundtable dialogue about the challenges facing women in business and the twin tasks of promoting economies of peace and providing equitable opportunity on the business stage. The delegation was organized by the U.S. and Washington, D.C. Chambers of Commerce. The participants are already discussing potential partnership opportunities and closer ties between the delegates and Creative Associates. Stay tuned...

The Honduras Ministry of Education and Microsoft recently signed a cooperative agreement that will allow Honduran classrooms access to new technologies. The agreement will offer discounted licensing and make hardware, software, and technical support available to the Ministry.



- Women from the Middle East are hosted by Charito Kruvant for a roundtable at Creative Associates.

Creative Associates, which is currently working with the Ministry of Education's new communications unit, helped facilitate the agreement. Honduras is promoting educational reforms to ensure that all Honduran children complete primary school. The government also seeks to better prepare secondary school graduates to enter the workforce.

The Greater Washington Ibero-American Chamber of Commerce named Charito Kruvant the Hispanic Businesswoman of the Year on June 16, 2003. When accepting the award, Charito underscored the value of mentorship, "Remember the person in your life who was always there for you as a child and become that person for a child in the community." Congresswoman Nydia Velazquez (D-New York), of the House Small Business Committee, capped off the evening with a powerful keynote address.



Lawrence Goldman specializes in international education policy and new business development. Prior to joining Creative Associates in May, he

worked as Senior Program Development Manager with the International City/County Management Association (ICMA) and for six years as Program Development Manager with World Learning. Larry was responsible for giving shape to the business development and marketing strategies of the international programs departments of both firms. In addition to his business development skills,

Larry has contributed to the design of successful education and civil society projects in Latin America, Africa, and Asia. He sits on the board of the Washington Chapter of the Society for International Development (SID) where he served as Executive Director. Larry currently is pursuing his doctorate in International Education Policy at The George Washington University and earned a master's degree in Comparative Government from the College of William and Mary. He has a bachelor's degree in International Affairs from The George Washington University.



Suan Hanson is helping to streamline recruitment for Creative Associates' growing international program portfolio. She has led local and international recruitment strategies for leading government agencies and has a keen understanding of recruitment for the social services and development sectors. She coordinated recruitment efforts for the Los Angeles Regional Peace Corps Office. More recently, Suan established a recruitment strategy for COMHAR, a Philadelphia-based local mental health services agency. Suan served as a community development Peace Corps Volunteer in Sao Tome e Principe and Namibia, where she also trained incoming volunteers. She earned a master's degree in Management at the University of Redlands and has a bachelor's degree in Psychology and Religion from Gustavus Adolphus College.



Jerrold Keilson leads Creative Associates' business development efforts. Prior to joining the firm he was Director for Program

Development at Projects in International Development and Training, a division of World Learning, Inc. Jerrold has nearly two decades of experience in the field of international exchange, serving in various capacities for Delphi International and Agricultural Cooperative Development International. His time as a Foreign Service officer for the U.S. Department of State, took him to Mexico, Australia, and Mauritania. Jerrold played a

leading role in the National Council for International Visitors' publication, "A Salute to Citizen Diplomacy: A History of the National Council for International Visitors." The book places the rise of citizen diplomats in historical perspective and highlights the International Visitor Program's key contributions to a more peaceful world. Jerrold earned a master's degree in U.S. History from the University of Massachusetts and a bachelor's degree in History from Clark University.



Sharon Payt, Esq. is assisting Creative Associates in developing and implementing international anti-trafficking in persons programs.

Sharon has more than a decade of international legislative reform experience. She has practiced advocacy throughout her career, including in 1989 when she managed a \$35 million portfolio of low-income housing projects in Los Angeles. Sharon directed one of the most recognized criminal mediation programs in the United States. In 1994, she spent two years as an international human rights attorney, coordinating advocacy efforts on behalf of democracy advocates and persecuted religious communities across the Former Soviet Union. Sharon worked with Senator Sam Brownback (R-KS), and was a driving force behind the Trafficking Victims Protection Act of 2000. She helped establish the U.S. State Department's Office to Monitor and Combat Trafficking in Persons as Senior Coordinator for Public Diplomacy and Outreach. Sharon earned a Juris Doctor degree at Capital University Law School and a bachelor's degree in History at Miami University in Oxford, Ohio.



Jon Silverstone is managing an education program in Zambia that is empowering teachers to monitor and improve the health of primary level students. He is

also guiding a pilot project in Nepal to prevent abusive child labor and unsafe migration among children affected by conflict. Jon Silverstone has managed cross-cutting international education initiatives integrating basic education,

health, agriculture, microfinance, literacy, and training. As Assistant Regional Director for Project HOPE, he helped manage training activities for health care providers across Central Asia in addition to school-based educational interventions to improve public health.

As Country Director for World Education's adult and youth training programs in Nepal, Jon managed a portfolio of projects developing innovative curricula and teaching methods that integrated literacy with basic education, health, sustainable agriculture, microfinance, and the prevention of abusive child labor. Jon earned a master's degree in International Education Development at Boston University and a bachelor's degree in Cultural Anthropology at Brown University.

NOTE BOOK

Creative talks Afghanistan on Capitol Hill

Creative Associates International, Inc. responded to a request from the staff of Senator Joseph Biden (D-Delaware) to meet about education programming in Afghanistan.

The Senator's office is supportive of U.S. reconstruction efforts in Afghanistan, particularly in the area of education. Creative Associates shared its experiences in Afghanistan through the Afghanistan Primary Education Program, which is funded by USAID. APEP recently completed the printing of ten million textbooks for the new school year in Afghanistan. Security concerns, Afghan secondary school students needs, support for higher education, and support for women's education were among the issues discussed at length during the meeting. Creative Associates promised the Senator's office support through its office in Afghanistan.

This is only one of many activities Creative Associates pursues to advance global support for education and increase understanding of the

importance of basic education. Creative Associates founded the Basic Education Coalition, a group of development organizations that highlights issues through seminars on Capitol Hill, the development of critical thought pieces by a working group of international education experts, sponsoring delegations to visit development projects; and visiting legislative representatives to share international education experiences and needs.

For more information contact: Stephen Horblitt at, StephenH@caii-dc.com

ON THE HORIZON

Creative Associates is hosting **Partners In Education - Looking Back, Moving Forward, Together**, the USAID Africa Bureau Education Division Workshop in Mababane, Swaziland from September 28-October 4, 2003. The conference will bring together 150 partners dedicated to improving educational opportunities and enhancing the quality of education in Africa. Supported by the Basic Education and Policy Support (BEPS) Activity, the conference will address three major themes surrounding education reform in Africa: increasing access to learning opportunities, enhancing the quality of teaching, and improving the availability and quality of learning materials.

For more on the conference visit:
www.eddionline.org/workshop2003/index.html

The 2003 Education and Training Conference, **Building Bridges to Peace and Prosperity: Education and Training for Action**, will be held in Washington, D.C. between August 11-August 15. The conference is supported by USAID's Economic Growth, Agriculture and Trade Office of Education. For the second consecutive year, Creative Associates, through the USAID BEPS Activity, is hosting the event. The workshop is designed for USAID education officers and other sector specialists and aims to examine new tools, successes, and challenges of crosscutting strategies in education.

For more on the conference visit:
www.beps.net/EGATEDWorkshop2003

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- Human Rights in Guatemala
- Integrating Health and Education in Zambia
- Community Participation in Jordan



Photo- Ian Edwards

- An arch in the ancient city of Babylon, Southern Iraq. Babylon dates from 2700 B.C. and produced some of the first forms of writing, law, and studies in the sciences.

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