

PRIMARY EDUCATION DEVELOPMENT  
PROGRAMME (PED)

PD-ARR-1993

**QUARTERLY REPORT NUMBER FIFTEEN**

1 July through September 30, 1993

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71-AP-4-280

# **PRIMARY EDUCATION DEVELOPMENT PROGRAMME (PED)**

9/1/93

## **QUARTERLY REPORT NUMBER FIFTEEN**

1 July through 30 September 1993

*Academy for Educational Development, Inc*  
1255 23rd St. N.W.  
Washington D.C. 20037

## **Primary Education Development Program**

# **QUARTERLY REPORT FIFTEEN**

**For the Period 1 July through 30 September 1993**

### **OVERVIEW**

This report covers activities in both provinces during the fifteenth quarter of the contract period. The highlights of activities undertaken or accomplishments achieved during the quarter are listed below in brief. Following that are the Work Plans for the two provinces which update the status of each component of the Plan.

### **ADMINISTRATIVE MATTERS**

In Balochistan, the Notification that the Directorate of Primary Education is an "attached department" to be headed by a grade 20 officer was issued and notification was issued that Mr. Ijaz Malik is to be the first Director of Primary Education. New service rules were approved, removing any gender bias in hiring administrators and permitting direct hiring of EMIS personnel. The follow-on TA contract negotiated and vetted by the Law Department and awaits the issuance of an NOC from World Bank.

In NWFP, a World Bank appraisal Mission visited to prepare a pre-project aide memoire and assess the degree to which Primary Education was ready to participate in SAP, since the first year of the continuation of the PED will be through SAP. Only two minor conditionalities were set by the Mission -- that all site selections be documented as fitting the department's criteria and that some means to provide mobility for female learning coordinators be assured.

An organizational efficiency study made of the Directorate and staff resulted in a re-organization of the work flow in which staff received training over a three day period. NWFP also participated in a Inter-project Coordination Conference with all other provinces, UNICEF projects, and the Primary Education Project in Panjab. UNICEF/PED and the Directorate have agreed to join efforts in developing community schools, beginning in three districts on a pilot basis, and then spreading the effort to other districts. The FEF will also be asked to participate.

## **EMIS**

In Balochistan, a short term consultant began working in August with BEMIS on data utilization and with the Assessment and Monitoring Unit. In NWFP, the seeming conflict between the EMIS and NEMIS which had arisen because of the duplicate data gathering efforts was resolved, a short one-page census form for primary was approved and that form, slightly modified to fit in additional data requirements was approved for the secondary, thereby guaranteeing only one data gathering effort for each. A consultant began work in September in NWFP on Phase I of the Study of the Financial Management System and will begin in Balochistan when Phase I in NWFP has been completed.

## **PRIVATE EDUCATION**

In NWFP, the FEF Board has allowed the Managing Director to begin direct operations and to solicit applications for grants, with priority going to those application for girls' primary schools in rural areas -- a welcome event.

## **CONSTRUCTION**

A new player in the construction arena in NWFP, the Japanese, had a mission here in late August, early September. They are considering seriously the prospects of building 87 "model primary schools" in the province, furnishing them, and fitting them out with the latest in instructional materials and equipment. The NWFP Construction Advisory Unit was established but will not operate to build schools this fiscal year. It has already solicited letters of intent to bid and capability from interested private A&E firms to participate in the planning, management, and supervision of construction in the province.

In Balochistan, a formal system of open tenders for school construction and a short list of qualified contractors was approved by the Secretary of Education and implementation of the construction plan under the Balochistan Primary Education Program was approved for fiscal year '93/94.

## **TEACHER TRAINING**

The third cycle of the Accelerated Teacher Training Program was completed in Balochistan, having trained 2000 teachers at 47 different sites. By March 15, the target of training 8000 will have been met. Fifty two teachers were trained by the mobile teacher training program, as well. All will be awarded the PTAC certificate, which is equivalent to the PTC.

In NWFP, all the principals and faculty members of the 18 teacher training colleges (GCETs) received training in generic or basic teaching skills and agreed to pre-test their students (for

diagnosis of their content knowledge weaknesses, so remedial teaching can be given during their residence. A plan to teach all faculty members new skills (in areas such as " How to Teach Beginning Urdu, How to Teach Operations with Fractions, etc") was agreed upon, materials and a schedule developed, and training began. It will be concluded during the next quarter.

#### **INSTRUCTIONAL MATERIALS**

A Deputy Director, Instructional Materials was assigned to the Primary Directorate along with six staff members from the Bureau to work with the Balochistan Instructional Materials Development and Training Cell. In NWFP, a branch office of the Bureau, with four Bureau staff was located in the Primary Directorate to work with the IMDC, particularly on in-service training and the development of in-service materials -- especially for GCET faculty.

**English in Action**, an interactive radio pilot program to teach English to primary teachers and pupils began operating in 300 schools. Field testing of Class One instructional materials continued in 600 schools.

After observing the results of testing in classes three and five in NWFP by the Northwest Educational Assessment Program (NEAP), the Joint Education Advisor of Curriculum, MOE, decided to establish a National Education Assessment Program with a cell in each provincial Bureau. Therefore NWFP NEAP staff and consultants conducted two workshops in the Curriculum Wing in Islamabad to train Curriculum Bureau staff from all provinces to establish and operate their own educational assessment programs.

# NWFP AND BALOCHISTAN

## NWFP

### 4.0 ADMINISTRATION AND MANAGEMENT

Staff: Robinson, S. J. Khan, Ms. Lodhi, consultants

4.1 Implementing an action plan for making effective use of all resources available for primary education, governmental, donor, or private.

a). Update financial and program goal achievement data (actual versus planned) from project, program directors.

Start: 1/10/92

End: ongoing

Status: The progress report for each donor-funded project for the first quarter of fiscal year 1993, 1 July 1992 -- 30 September 1992 was completed and shared with the Secretary of Education and his planning officers.

b) Update all files on a regular basis, using information supplied by project up-date forms, also used for Donor Coordination Meetings.

Start: ongoing

End: Continuing

Status: The computer program is being re-designed so that the transfer of financial data from this system to the FEMIS is seamless. The current program is inadequate. The re-design is well underway and should be complete and operable by 30 Dec.

4.2 Strengthen the Directorate of Primary Education by modernizing, streamlining its operations and those of its support and field staffs.

a). As part of sub-contract to be let for training needs assessment, perform job and task analyses, as appropriate, and develop and train in new procedures

Start: 1/12/92

End: 31/12/92

Status: A new system for office procedures, file management, record keeping, handling visitors, report writing, acknowledging field inquires etc, and a short training program was completed and will be implemented in the first quarter of the new fiscal year.

The implementation has lagged because it called for two new posts, which have not been requested yet by the Director, and for the Director to issue certain directives which he has failed to do. The consultant will be brought back to re-train some of the individuals, as well.

b). Perform assessment and conduct training of Trainers of Trainers, training of field office personnel.

Start: 1/1/93                      End: 6/30/93

Status: Deferred until the next fiscal year.

c). Develop improved systems, practices, as appropriate, review with management, for inclusion in training (See 4.5)

Start: 1/2/93                      End: 30/6/93

Status: See a), above.

4.3 Develop and implement an action plan to review and revise the administration of teacher training programs to carry out the Directorate's school improvement program.

Staff: Cowell, Ms Bhatti, Mrs. Bhatti

a) Conduct meetings of committee constituted to examine the organization and functions of the Curriculum Bureau.

Start: 7/92                              End: 8/92

Status: Committee met, chaired by the Secretary of Education, and agreed to a re-organization of the Bureau, including twelve new posts. Of those, six were sanctioned by Finance.

b) Coordinate decisions of this committee with needs of the school improvement program.

Start: 9/92                              End: 3/94

Status: Action has been delayed because of the frequent transfers of serving officers whose School Improvement plans have been rendered inoperable by their transfer. Now that elections are over and the majority of transfers resulting from the wishes of the new MPAs, the situation may stabilize. Once it does, new plans will be drawn up.

A series of joint UNICEF/PED School Improvement action planning workshops for DEOs, SDEOs, ADSEOs has been planned for Feb. '94.

c) Develop plan to provide quantity and quality of teachers needed for the SIP program.

Start: 10/92                      End: 3/94

Status: A pool of 2000 teaching posts from which the Secretary can post teachers during the year as the need arises has been sanctioned in the 1993/94 Annual Development Plan. This will solve the problem of providing teachers as they are needed during the year rather than having to wait until the beginning of a new fiscal year to appoint them.

d) Execute plan.

Start: 11/92                      End: ongoing

Status: Action is taking place this quarter.

4.4 Develop a more efficient management system and set of procedures to streamline processing of administrative policies and procedures, such as the development and approval of PCIs.

a) Develop list for all policies, procedures for which approval should be streamlined and of which positions in which departments are presently involved in their approval.

Start: 1/11/92                      End: 15/11/92

Status: List prepared.

b) After problem analysis, prepare list of suggested changes

Start: 16/11                      End: 21/11

Status: Deferred at request of Director.

c) Meet separately for discussions and to secure tentative approvals of possible changes with concerned department authorities, first in Education, followed by P&D, Finance, and any other department regularly involved.

Start: 5/12                      End: 31/12

Status: Deferred. Activity was canceled as unnecessary. This year, due to increased efficiency, all PCIs for new schemes were final in this first quarter of the new fiscal year.

d) Finalize approvals, prepare revised procedures and disseminate to concerned authorities

Start: 1/1/93

End: 30/1/93

Status: Complete.

#### 4.5 Staff training

4.5.1 Design and conduct eight job-related management and organizational development workshops for Directorate staff and DEOs, DDEOs, ADEOs, SDEOs, and ASDEO's.

a) Sub-contract management training needs assessment, including task analyses (as appropriate), development of training plan for field staff (DEOs, SDEOs. et al) and their personnel.

Start: 1/1/93

End: 30/1/93

Status: Sub-contracting to be done in first or second quarter of next fiscal year, once budget funds are available from USAID.

b) Conduct sub-contract work, including training

Start: 15/2

End: 30/6/93

Status: Deferred (See above)

c) Develop plan to evaluate effectiveness of training

Start: 15/3

End: 1/4

Status: Deferred until training plan complete.

d) Continue general management training program.

Start: 15/12

End: ongoing

Status: On-going

4.5.2 Two training of trainers (TOT) workshops to train school heads in school management, administration, and supervision of instruction.

a) conduct school heads training needs assessment.

Start: 1/1/93                      End: 30/1/93

Status: Work will begin in July and conclude by August 30. Work began in September was to be completed in early November.

b) design TOT training plan and schedule.

Start: 15/1/93                      End: 28/2

Status: Will be accomplished in second quarter of fiscal year 93/94.

c) conduct training of trainers.

Start: 15/3                          End: 25/3

Status: Deferred until report received. See above.

#### 4.6 Continue development of EMIS

Staff: Fayyaz, Jalil, Khattak, LeBlanc, Asad, Shahid, Tariq

4.6.1 Installing computers and training staff to operate them to computerize all school census data in all district offices

a) Simplify the school census questionnaire to collect reliable data in a timely fashion from all schools (government and non-government) with primary students.

Start: 01/08/92                      End: 31/08/92

Status: Completed in the 11th quarter.

b) Collect, check, enter, and clean all data for the 1993-94 school census for all schools (government and non-government) with primary classes

Start: 01/09/93                      End: 31/12/32

Status: Data collected. Remainder to be accomplished during the next quarter.

c) Consolidate school census data from 1990-91, 1991-92, and 1992-93 into one "basic" database using standardized names and codes for use in comparative analyses.

Start: 01/10/92                      End: 31/12/92

Status: Completed.

d) Conduct a random sample of the 1992-93 school census to validate the level of data accuracy.

Start: 01/12/92                      End: 31/01/93

Status: Completion due in early Dec '93 due to late start.

e) Develop system to analyze and report data from the 1992/93 simplified data base.

Start: 01/12/92                      End: 31/12/92

Status: Completed.

f) Expand EMIS into all district offices.

Start: 15/01/93                      End: 6/30/93

Status: Completed in early September '93, including training of operators and distribution to secondary cell, secondary division offices, and the Secretariat cell.

#### 4.6.2 Develop and implement FMIS (Financial Management Information System)

a) At the provincial level

Start: 15/06/92                      End: 30/4/93

Status: Completed. Personnel trained, now operating system with occasional supervision from technical consultant. USAID now requests a sub-contract with a financial expert planner or chartered accountant firm be let to examine the system and re-design it, if necessary, to make it a more transparent system responsive to donor financial information needs.

Phase I of the study begun in September in NWFP. At conclusion of data gathering for NWFP, study will concentrate on Balochistan.

b) At the district level

Start: 1/2/93                      End: 30/6/93

Status: System designed, adapted, and staff trained in four districts to implement the system. Implementation underway.

4.6.3 Performance and resource monitoring. The Directorate will develop a planning, scheduling, monitoring and financial management system that provides the means for quickly and efficiently determining the status of any primary education project in the province. This information will include information on all activities whatever the funding source. The financial management system is included in the system described in 4.6.2

a) design and establish data base format for project data

Start: 6/92                      End: 7/92

Status: Completed

b) design data form, try, revise, and enter data from PCIs for all operating or prospective projects with approved PCIs.

Start: 7/92                      End: 9/92

Status: Completed

c) corroborate PCI data with projects' staff; collect data on project expenditures and achievement (planned versus actual) in first quarter, fiscal year 1993

Start: 9/92                      End: 10/93

Status: Completed for first and second quarter. Computer program being re-designed to be more readily accessible to the FEMIS program. Linkage was difficult to accomplish using the old, first-designed program.

d) continue monitoring and reporting status of each project to COP/Education, Secretary of Ed,

Director of Primary Ed.

Start: 11/92                      End: on-going

Status: Will be on-going, as required, once new data base program designed.

4.6.4 Develop and implement PMIS (Personnel Management Information System)

a) At the provincial level

Start: 01/11/92                      End: 14/01/93

Status: First-draft system design complete, waiting review by concerned officials.

b) At the district level

Start: 15/01/93                      End: 01/10/93

Status: Decision made in this quarter to proceed with developing the system. Consultant re-engaged and work has begun. Completion time now extended until second quarter of next fiscal year because of the magnitude of the data base. Programming virtually complete in mid-Sept requiring only minor changes during the next quarter.

4.6.5 Develop and implement a school facilities component, computerizing the physical status survey and school mapping data, organized by district and sub-district (tehsil)

a) Develop the data base structure and files by tehsil, working with the engineers doing the physical condition survey.

Start: 1/12/92                      End: 15/12/92

Status: Waiting for the Physical Condition Survey to begin.

b) Enter all data from survey; when complete, transfer files to district computers, maintaining one file in Directorate P&D.

Start: When survey begins      End: 30/6/93

Status: Still waiting for survey to begin

c) train district personnel to maintain, update files on a regular basis

Start: 7/93                      End: 9/93

Status: When work begins.

4.7 Provide technical assistance for the creation of a database management system on teacher training for the Curriculum Bureau

a) Analyze the data base requirements, develop a data base format, try the system

Start: 22/11/92                      End: 22/12/93

Status: completed

b) Refine data base, data collection instruments, train operators for the system in the Bureau

Start: 1/1/93                      End: ongoing, as needed

Status: Completed.

4.8 A School Improvement Program (SIP) begun in Bannu, Swat, and Chitral, in 91/92 will be extended to Dir, Lakki, Mardan, Kohat, Nowshera, Peshawar, and Nowshera this year. The Program involves training top-level district staff to develop action plans to increase enrollment (particularly of girls), to improve the quality of instruction and learning, and to improve schools internal efficiency (by reducing dropouts and grade repetition).

Each of these districts and sub-districts will set targets for increasing enrollment, for increasing instruction and learning quality, for increasing school efficiency, and will develop action plans and a monitoring system to achieve them. All NWFP districts will also set targets for increasing enrollment, especially for girls and will be monitored on achieving those targets.

Staff: Robinson, Shah Jehan Khan, A. Rugh, Tom LeBlanc, Mona Habib.

a) EMIS prepares multi-year enrollment and single year dropout and repeater data by tehsil (sub-district)

Start: 1/1/93                      End: 30/1/93

Status: Complete.

b) All DEOS, SDEOS attend workshop on data analysis and action planning on increasing access and enrollment, reducing drop out and grade repetition, setting targets for each area, prepare and submit draft plans.

Start: August '93.                      End: 3 days after  
workshop begins

Status: Will be undertaken in the Feb. 1994. Numerous transfers are expected following October elections. Training will have to wait until administration of districts has stabilized so that plans made will be operable.

c) DEOS, SDEOS, ADEOS (Academic) of the eight districts added to the SIP in September 1992 attend an additional action planning workshop on monitoring and increasing the quality of instruction in their schools

Start: One month after                      End: 2 days after  
first workshop ends                      workshops begins

Status: No action taken on this item until assurance given (see b, above)

d) DEOS and Directorate staff develop plans and reporting procedures to monitor action plan performance at sub-district, district, and provincial levels

Start: 4/93                                      End: on-going

Status: Will be accomplished after workshops have been completed.

4.9 Providing partial funding to the Frontier Education Foundation (FEF) and implementing a plan for the promotion of private primary education.

a) include as many private schools as possible to locate in Annual School Census

Start: 1/1/93                                      End: 15/9/93

Status: DEOs have been asked to survey and locate all private schools, and administer a school census questionnaire to each.

b) expand and improve the private school registration system to monitor expansion of private primary schools

Start: 1/1/93                      End: ongoing

Status: Deferred until census is complete.

c) develop and get FEF Board approval for a set of priorities for funding grant applications.

Start: 15/1/93                      End: 30/1/93

Status: Complete in draft form and approved by Board. Advertisements in newspapers asking for applications appeared in Sept.

d) disseminate priorities widely

Start: 1/1/93                      End: ongoing

Status: (See above)

e) develop plans, procedures for FEF staff to use in processing applications according to the priorities established by the Board.

Start: 1/2/93                      End: 28/1/93

Status: Completed by Managing Director, submitted to his Board, and approved.

4.10 Implementing a female promotion plan by including females in all administrative, planning, and computer training programs and by providing specially designed programs for females.

a) continue training in writing (memos, reports, letters, directions), reading, speaking, understanding English

Start: continuing                      End: continuing

Status: Ended for female officers in Directorate. Once reasonable level of competence reached. New tranche of computers has arrived and females training is completed.

b) conduct special needs assessment and develop training program for in-country training to increase necessary knowledge, skills, and attitudes women education officials need to succeed in higher, policy-level positions in primary education

Start: 1/12/92                      End: 15/2/93

Status: Consultant identified but before work could start she received another, more remunerative position. Another consultant being sought.

4.11 Discussion will be undertaken with officials of Peshawar and Gomal Universities (and perhaps AIOU) to determine the feasibility and potential schedule for instituting Bachelors, Masters, and Doctorate degrees in Primary Education. If feasible, an action plan will be developed to plan, deliver, and evaluate these degree offerings.

a) initiate discussion with Peshawar and Gomal Universities

Start: 15/12/92                      End: 1/1/93

Status: Deferred to the next quarter

b) if interest is shown, hire consultant to help develop plan

Start: when interest                      End: 30/6/93  
shown

Status: Deferred

c) if plans look as though they will materialize, develop appropriate personnel plans with commensurate salary schedules for graduates of the program

Start: when plans look                      End: 30/6/93  
firm

Status: Deferred.

4.12 Investigate the possibility of converting a GCET into a Management Training Institute for primary educators. If feasible, an action plan will be prepared to plan and begin the development of such an institute.

a) investigate the possibility of using MUST as the core group around which to develop the Institute

Start: 1/4/93                                      End: 1/5/93

Status: This activity was discussed at the Dec Mid-Year Progress Review in 1992.. It was decided that this activity and the 8th Five-year Plan activity to establish an Academy for Educational Planning and Management would be merged and the

Fourth Annual Plan would be amended to reflect the change, Also, the PLA/PED was authorized to purchase land for the Institute and incorporate the teacher resource center and Bureau of Curriculum offices in the Institute building.

b) if MUST can be the core, begin plans to develop Institute and programs; if not, look elsewhere or begin development de novo

Start: once decision made re. MUST                      End: 30/6/93

Status: Decision has been made to use MUST as core for the new Institute. A consultant has agreed to develop the action plan, working in concert with the Working Committee established by the Secretary of Education to plan the Institute. Consultant will complete his work in the next quarter.

4.13 Conduct a feasibility study to convert the Directorate of Primary Education into the Directorate of Elementary Education.

a) establish Department of Education committee, TOR, schedule to undertake and complete study

Start: 1/1/93                                      End: 15/1/93

Status: Deferred because a new project, funded by the ADB, for the middle schools will be undertaken in the next quarter. That project includes this activity.

b) complete study

Start: 16/1/93                                      End: 15/5/93

Status: (See above)

4.14 Commodities: Determine the need for materials, equipment, and vehicles for GCETs, for the Curriculum Bureau, the Directorate, and the Textbook Board; develop equipment and materials specifications from the needs analyses and procure the necessary commodities.

a) Revise forms for needs assessment.

Start: 8/92                                      End: 8/92

Status: Completed

b) Conduct needs assessment.

Start: 9/92                      End: 10/92

Status: completed.

c) Develop lists of required items.

Start: 11/9                      End: 11/92

Status: completed

d) Order items.

Start: 12/92                      End: 12/92

Status: Specification developed. Tender prepared but will not be issued until the next fiscal year. Tenders have been issued (August/Sept 93)

e) Train personnel to use items.

Start: upon arrival      End: when training  
of items                      complete

Status: (See above)

f) Deliver and/or install items.

Start: upon arrival of items      End:

Status: (See item d.)

## 5.0 CONSTRUCTION

Staff: Additional Director II, Fida Hussein, Mohammad Jan, S.J.Khan

**The report on the status of construction activities by NWFP officials has been deferred until the Mid-Year Progress Report is prepared.**

5.1 Contract awarded for Physical Conditions Survey of primary schools, GCET's, and related facilities (1990/91 Annual Work Plan Activity 2.5.1.2, continuing).

a) Negotiate price with successful bidder

Start: 8/92

End: 9/92

Status:Steering Committee decided not to engage a private firm to conduct the Survey but ordered C&W to accomplished the work on the same TOR, with monthly progress reports. C&W began work and then rejected the work, saying it was too difficult, too technical , and they didn't have the manpower to accomplish it.

b) Award contract

Start: 9/92

End: 10/92

Status:(See above). Action was taken to reverse the decision taken at the previous Steering Committee meeting. The Directorate was asked to expedite signing the contract with the private firm that had won the bid.

e) Conduct physical facilities survey

Start: 1/11/92

End: 31/3/93

Status:Was to have started in October but didn't. C&W pleaded for more time, saying the work was extremely difficult, time consuming, and would require more staff than they have available.

f) Improve school design

Start: 1/12/92

End: 31/12/92

Status:Delayed by C&W

g) Review site criteria

Start: 1/12/92

End: 31/12/92

Status: Delayed by C&W

h) Develop five year repair and rehabilitation schedule

Start: 1/12/92

End: 31/3/93

Status: Can only be done when survey is finished.

5.2 School mapping: A school mapping study showing the need for new schools and the utilization of existing facilities will be conducted in each district.

a) Develop, re-design existing questionnaire used in '91, develop work schedule

Start: 5/12/93                      End: 3/1/93

Status:Completed.

b) Training workshop for ADEOs, ASDEOs/development

Start: 15/2/93                      End: 15/2/93

Status:Deferred until August '93

c) Conduct mapping

Start: 1/3/93                      End: 31/3/93

Status: Work delayed. Will begin in August '93

d) Add result to school maps

Start: 1/4/93                      End: 30/4/93

Status:Can only be done when base maps are complete.

e) Enter data into school facilities file, EMIS

Start: 1/4/93                      End: 31/5/93

Status:When mapping is finished

5.3 Construction Targets. The construction targets for 1992/93, including already planned construction as well as additional construction to support the ten-year programme, are below in the table.

Rather than lay out the construction component for each element by task levels, which consist of the linear steps required to go from site selection to completed construction, it was felt that a table which consolidates the information would be easier for the reader to follow and more informative.

Therefore the separate linear tasks involved, listed below, are not repeated for each building component. Among others, the main tasks are:

- o site selection and approval by the DDA Committee,
- o PC1 preparation and approval,
- o turning over sites to C&W,
- o site approval by engineering,
- o construction tenders advertised,
- o bids received,

- o bids reviewed and approved or rejected,
- o negotiations for awards,
- o construction begins,
- o inspections at different building completion levels,
- o partial payments to builder contingent on successful inspections,
- o final inspection at building completion,
- o approval, and
- o receipt of building by Education Department.

New primary schools will be constructed in locations where there is assurance by the responsible District Education Officer that there are at least 80 girls or boys in the age group 5-9 who have no access to schools and that the location meets other site criteria. At least 60% of the new construction will be for girls, including 36 model community schools to be built by the Primary Education Project Girls (ADB funded).

Category	Target	End date	Status/date
5.3.1 New primary	1887	30/6	Target revised by P&D down to 969. 632 completed by 30/6/93. Remainder on-going.
5.3.2 Girls schools upgraded to middle	85	30/6	Target revised by P&D down to 60. 25 completed. 35 on-going.
5.3.3 Hostel spaces	400	30/6	All are in final stages Should be habitable by September or October
5.3.4 GCETs	7	6/94	Dir (m) completed Khawaza Khela (f)-Rooflaid except for hostel and main building Mardan (f)-Final plastering in progress Karak (f)-Roof level Charsadda-site still in dispute
5.3.5 Reconstruct primary schools	53	30/6	53 completed

5.3.6 Classrooms added	2997	12/92	Target revised by P&D down to 2521. 2204 completed. 102 on-going.
5.3.7 Directorate Office	1	6/95	A&E firm has been asked to submit revised design
5.3.8 DEO/SDEO Offices	3	30/6	Bannu-one block completed Dir-roof level Karak-DPC level D.I.Khan-site not clear
5.3.9 Staff quarters Dabgari Gate GCET	1 set	30/6	First floor roof laid Floor plastering in progress
5.3.10 Open Mosque schools	1000	30/6	1000 opened
5.3.11 DCW est. in Directorate	1	12/92	DCW has become Construction Advisory Unit. Additional Dir. and Ass't Dir in place
5.3.12 Classrooms, storage room, hall added to EEC Abbottabad	1	30/6	Estimates from C&W awaited
5.3.13 Teacher Resource Bureau offices in Peshawar	1	30/6	" " "

## 6.0 Teacher Supply and Training

6.1 Master Plan, Teacher Supply and Training. An action plan will be developed to implement the Master Teacher Supply and Training Plan, It will lay out and schedule the numbers of teachers needed and the training required to staff schools sufficiently to meet target student enrollments. The current Master Plan, based on data supplied by MUST, is out of date. It will be updated and based on the latest EMIS data.

a) Gather needed data from revised EMIS



status: New cabinet will have to decide on matter after elections in October/Nov.

c) Organize actions to be taken.

start: 11/92                      End:11/92

status:None were required

d) Take necessary actions.

start: 12/92                      End: 12/92

status:See c)above.

e) Monitor progress and results.

start: 1/93                      End: ongoing

status:continuous

6.3.1 AIOU PTC Distance Training will be contracted for 1500 in-service primary teachers.

a) Sign new contract with AIOU.

start: 7/92                      End: 7/92

status:completed

b) Choose participants.

start: 8/92                      End: 8/92

status:Completed

c) Conduct programme.

start: 9/92                      End: ongoing

status:Training in progress though the full complement of 1500 candidates has not materialized, in part because it is possible to acquire the same degree in a somewhat laxly operated three-month course in summer or winter vacation period

d) Monitor and evaluate program.

start: 10/92                      End: ongoing

status: Monitoring progressing as planned. First semester results of testing show only 70 PTC students out of 500 passed. They will be given another chance in October to pass the same tests.

6.3.2 Female PTC candidates will be increased by giving larger allowances to all females studying for PTC degrees. The increase will be from Rs 75/- to Rs 150/- per month.

a) With Curriculum Bureau and DPE staff, determine the proper mechanism for dispersing these funds.

start: 8/92                      End: 8/92

status: Completed but Activity **CANCELED**.

b) Distribute funds.

start: according to plan End: ongoing

status: Plans were to distribute the funds at the end of the year. Prior to that, at the 20 December '92 Mid-Year Review, the Sub-steering Committee decided to eliminate the activity

c) Assess the extent to which funds distributed help female students decide to attend PTC training and to remain in such training once it is begun.

start: 4/93                      End: 5/93

status: (See above)

6.4 Develop an action plan to use alternative delivery systems for girls' education by opening mixed schools where no female teachers are available and parents accept the idea; using male teachers acceptable to a community; and/or using under-qualified teachers where qualified teachers are not available.

a) Examine relevant EMIS and Human Resource Survey data and create action plan for pilot testing in a selection of SIP districts.

start: 9/92                      End: 9/92

status: Done. Order issued to all DEOs to encourage children to enroll in the nearest primary school, regardless of the gender label it carries.

b) Implement plan.

start: 10/92                      End: ongoing

status: Implementation underway by DEOs where parent have allowed the practice.

c) Assess results of implementation, and revise procedures accordingly.

start: 12/92                      End: ongoing

status:Deferred

d) Implement revised plan in additional districts.

start: 4/63                      End: ongoing

status:Deferred (See above).

6.5.1 Prepare, try and evaluate an in-service teacher training programme in generic teaching skills to support the new instructional materials being introduced into the primary schools of the province.

a) Analyze teaching techniques used during trial testing of new materials.

start: 8/92                      End: 9/92

status:Delayed until a consultant arrived in late September

b) Develop description of generic teaching skills needed in order to teach these materials successfully.

start: 10/92                      End: 10/92

status:Decision was taken to develop both generic teaching skills and a more general set of skills, product specific skills, needed to teach the new IMDC materials. These will be developed with the IMDC staff and several excellent Pakistani teachers.

c) Create in-service program and materials to teach these skills to primary teachers.

start: 11/92                      End: 12/92





start: 11/92                      End: 1/93

status: Completed

g) Arrange appropriate placements for all participants.

start: 1/93                      End: 1/93

status: Being accomplished.

h) Conduct round 2 tours and tailor made programs.

start: 2/93                      End: ongoing

status: Two were arranged and began this quarter.

6.6 In cooperation with UNICEF, continue Learning Coordinator training begun in the summer of 1991.

a) Satisfy UNICEF requirements for closing financial records, appointing female Lcs, and sanctioning drivers and POL.

start: 7/92                      End: 8/92

status: Though not totally accomplished, enough progress was made to allow UNICEF to agree to fund the next training program

b) Constitute Planning Committee and plan all aspects of the training.

start: 8/92                      End: 8/92

status: Completed

c) Train Master Trainers.

start: 10/92                      End: 10/92

status: Begun in early January '93 and completed during the quarter.

d) Train 721 Learning Coordinators.

start: 11/92                      End: 1/93

status: Completed.

e) Evaluate training, and feedback results of evaluation into the planning of the next round of training.

start: 4/93

End: 6/93

status: Completed.

## 7.0 INSTRUCTIONAL MATERIALS

**Staff:** Mona G. Habib, Andrea Rugh, Anwar ul Amin, IMDC  
Zahida Shah

**BENCH MARK:** New instructional materials will be ready for dissemination to Kachi and Pakki classes. The materials will be developed and improved through the following activities:

7.1 Instructional materials, annotations for teachers' use, and criterion referenced test items for instruction in language, mathematics, and science prepared, tested, and revised by the IMDC writers and evaluators. These materials will be field tested in schools in Swat, Chitral, Bannu, Lakki, Mansera, Mardan, Kohat, Dir, Nowshera, and Peshawar. The results of the field testing will be feedback to writers for needed revisions in the materials.

a) Develop instructional units part II, in Urdu and Pashto, along with annotated teachers' editions, and criterion referenced test items for Kachi Class

start: 4/92

End: 7/92

status: Completed

b) Develop instructional units in mathematics and integrated language, and science, along with annotated teachers' editions, and criterion referenced test items for Pakki class

start: 7/92

End: 3/93

status: Completed.

c) Revise instructional units in mathematics and languages part I along with annotated teachers' editions and criterion referenced test items, based on feedback from field testing in Bannu, Swat, and Chitral



start: 93/should the new Pak-German staff start this activity.

status:New staff in Pakistan but seemingly not interested in developing this activity

b) Facilitate the implementation of the devised plan

start: 93/ pending the start up of the activity

status: Not requested. Activity **canceled**.

c) Provide technical assistance upon request

start: 93/pending the start up of the activity

status: (See above)

7.2 Annotated teachers' editions of the newly developed and tested learning materials will be developed by the Instructional Materials Development Cell (IMDC) and distributed to teachers, learning coordinators, ASDEOs, and head teachers for use in classroom instruction and in supervising classroom instruction.

a) Disseminate the prepared and field tested Kachi materials District wide in Bannu, Swat, and Chitral

start: 4/93

End: on-going

status: completed and extended to cover 20 districts

b) Distribute the Annotated teachers' editions to teachers, learning coordinators, ASDEOs, and head teachers for use in classroom instruction and in supervising classroom instruction

start: 4/93

End: on-going

status: Completed.

7.3 Supplementary student learning materials and teacher guides for their use will be developed by the Instructional Materials Development Cell and the Textbook Board, field tested, revised as needed, and supplied to the schools free of charge.

a) Develop manipulative to reinforce learning in language instruction, and mathematics for beginners

start: 7/92

End: 7/92

status: Large Urdu, Pashto alphabet cards for classroom display (as a wall frieze) developed, tested. Addition, multiplication charts developed, tested for classroom use. Printers found for each and printing price estimates secured. Securing printing has not yet been accomplished because of failure of finance to re-fund PLA during this 15th quarter even though funds released by USAID.

b) Conduct a workshop to start the activity of preparing supplementary student reading materials for classroom use

start: 11/92

End: on-going

status: Completed.

7.4 Teacher support and auxiliary learning materials (such as political and topographical maps, charts, illustrated diagrams of science processes, alphabet strips, alphabet cards, number cards, number lines, children's dictionaries, atlases, children's magazine) will be purchased from indigenous private sector suppliers if possible or if not, will be developed by the IMDC and the Textbook Board for free distribution to schools.

Alphabet strips, alphabet cards, number strips and cards have been developed and await printing and distribution. Completion by August 30, 1993. A search of the private sector for the other materials has been started but with no results. The materials needed are not available in the private sector and thus will have to be developed by the IMDC and related staff.

a) Limited distribution and orientation of Alphabet and number strips to the Experimental sites of Bannu, Swat, and Chitral.

start: 9/92

End: 9/92

status: Completed

b) Try out manipulative in language development and mathematics instruction for beginning classes in the experimental schools of Bannu, Lakki, Swat, Chitral, Dir, Mansera, Mardan, Kohat, Nowshera, and Peshawar.

start: 4/93

End: on-going

status: Completed

c) Design a plan to evaluate the feasibility, and effectiveness of the proposed teacher support materials, before distribution in all Primary schools in the NWFP.

start: 9/93

End: 10/93

status:Completed

7.5 In selected pilot districts, involve appropriate community members in an experiment to provide free textbooks and learning materials to poor students.

a) Design a plan of action to provide free textbooks in selected pilot Districts

start: 11/92

End: 12/92

status:Activity being re-considered because of difficulty in defining whta is meant by "poor" students, since virtually all rural students come from below poverty level families.

b) Implement the plan of action, and monitor implementation.

start: 4/93

End: on-going

status: (See above)

c) Design a plan to evaluate the feasibility and the effectiveness of this activity.

start: 5/93

End: 6/93

status: (See above)

7.6 Implementation of the recommendations of the organizational study of the Curriculum Bureau:

7.6.1 Training in curriculum analysis, the preparation of measurable learning objectives, development of criterion-referenced tests, field testing procedures and methods, and analysis of field test data.

a) Plan with the Curriculum Bureau a workshop on curriculum analysis for class II.

start: 10/92

End: 10/92

status:Plan completed

b) Conduct a workshop on Curriculum analysis on the preparation of measurable learning objectives, and the development of related criterion referenced tests for class II.

start: 11/92

End: 11/92

status:Completed

7.7 In cooperation with World Bank request, facilitate the USAID-funded evaluation of the effectiveness of the PEP II modules.

start: When asked

End: unknown until  
beginning date is known  
and request for help is  
made, should it be

status: No request has yet been made

7.8 Continue the development and begin implementation of the Northwest Education Assessment Program (NEAP) begun in 1992.

a) Prepare 3-500 draft test items for Urdu, Pashto, math and science for grades 3-5.

start: 1/7/92

End: ongoing

status: Completed

b) Field test items and revise based on field test results.

start: 15/6/92

End: 30/8/92

status: Completed for math/science, Urdu and Pashto (completed in early September. Will be field tested in Dec.)

c) Classify items by sub-domains, develop plan and computerize test item pool.

start: 15/7/92

End: 30/9/92

status: Completed but awaits purchase of an Urdu software word processing package and keyboard

d) Develop plans, procedures for workshop on test items development

start: 18/7/92                      End: 30/8/92

status:    Completed

7.9 Begin a pilot program to teach English to both teachers and primary school pupils by Interactive Radio.

start: 1/5/93                      End: 30/3/94

status: Pilot program began in 300 schools 1 September. Schools were furnished radios. Those outside the reach of Pak-Radio were furnished tape cassette players and the lessons on cassette.

7.10 Develop instructional materials for pupils and teachers for use with the Interactive Radio English program.

a) Develop pre-pilot materials, 5 28 minutes lessons, English in Action, for trial in 10 to 15 schools.

start: 28/8/92                      End: 22/11/92

status: Completed.

b) Field test pre-pilot lessons.

start: 6/11/92                      End: 14/11/92

status: completed on schedule

c) Develop materials for pilot test in 300 schools

start: 2/93                          End: 11/93

status: Work will extend into the next fiscal year to complete and record all lessons for Level One. Work completed. See above.

7.11 Investigate the possible use of Interactive Radio for the teaching of math, science, and other subjects to out of school girls and adult women in home or mohallah schools.

start: 5/93                          End: 30/6/93

status: Deferred until next fiscal year in Mid-year review in December '92

## BALUCHISTAN

### 4.0 ADMINISTRATION AND MANAGEMENT

**BENCHMARK:** The capacity of the Office of the Director for Primary Education to administer and manage the primary education system will be strengthened through the following activities:

**4.1** Establish a Directorate of Primary Education. Implementation, including full authority to the Director for issues such as staff selection. A twelve month schedule (updated quarterly) for implementation activities maintained by the Director. Office premises expanded and furnishings/transportation procured for the Provincial Directorate and Program Offices and new DEO and SDEO offices (especially female).

**4.1.1** Directorate Rent, furnish & 7-A rent

Start: 7/93      End: 10/93      Staff:      Jaffar  
Shafi

Status:      Complete

**4.1.2** DEO/SDEO Facilities

Start: 7/93      End: 3/94      Staff:      Malik  
Shafi  
Jaffar

Status:      Request to Steering Committee on 17 November 1993

**4.1.3** Transportation POL & Driver

Start: 7/93      End: 3/94      Staff:      Malik  
Jaffar

Status:      Request to Steering Committee on 17 November 1993

**4.1.4** IDA Supported Posts

Start: 7/93      End: 6/93      Staff:      Shafi  
Jaffar

Status:      In process others (1 DD and 2 ADs and additional female DEO SDEOs still to be done)

**4.1.5** Contingencies

Start: 7/93      End: 6/93      Staff:      Malik  
Shafi  
Jaffar

Status:      Tenders published

**4.2** Conduct Training for Directorate staff. Private training assistance will be obtained under contract to assist the directorate in development of relevant management training including Job Specific and General Management Training.

**4.2.1** Hire Contractor

Start:7/93      End:11/93      Staff:      Malik  
Ishaque  
Mushtaq  
Darnell

Status:      Contractor Selected - USAID Clearance Required

**4.2.2** Training Materials

Start: 12/93      End: 3/94      Staff:      Contractor  
Ishaque  
Mushtaq

Status:      Awaits Contractor

**4.2.2** Conduct Training

Start: 2/94      End: 6/94      Staff:      Contractor  
Ishaque  
Mushtaq

Status:      Expected to begin in December 1993

**4.3** Training for field offices. Special training and work shops (at least semiannual) directed at job responsibilities; budgeting and planning (ADP/SNE); regulations and policies; performance measurement and development of monitoring procedures directed at the quality of primary education services for DEOs & SDEOs. TA or Consultant support needed

**4.3.1** Job Specific

Start: 2/94      End: 6/94      Staff:      Contractor  
Ishaque  
Mushtaq

Status:      See Above

**4.3.2** General Skills

Start: 2/94      End: 6/94      Staff:      Contractor  
Ishaque  
Mushtaq

Status:      See Above

**4.4** Conduct one study tour for primary education directorate personnel with focus on management/policy training tour. Also sponsor at least four officials for 2-3 month training in management.

**4.4.1** Short Term Administration

Start: 12/93 End: 1/94 Staff: Malik Robb

Status: On schedule.

**4.4.2** Medium Term

Start: 12/93 End: 3/94 Staff: Malik Robb

Status: On Schedule.

**4.5** Two professional development seminars will be conducted for senior staff involved with primary education. Topics relating to Primary Education will be discussed, problems and possible solutions identified. Possible subjects include: Child Development; Performance indicators in a decentralized system; Introducing merit to a seniority system.

Start: 10/93 End: 4/94 Staff: Ishaque Pervais

Status: Performance indicators to be included in DEO Training in November.

**4.6** Donor Coordination: A system that categorizes current and potential donors (including private sector), by program or activity area, amount and nature of current and future funding will be maintained. One donor coordination conference on Primary Education will be scheduled in Balochistan annually. Donor meetings will be scheduled at a time convenient to the major contributors to Primary Education, but not less than twice a year.

**4.6.1** Donor Information System

Start: 10/93 End: 4/94 Staff: Qambree Abbas Darnell Mushtaq

Status: Annual plan now integrates all donor programs and is consistent with SAP.



be given to the problem of providing training to the teachers in these schools and establishing standards and procedures by which these schools can be registered as private schools so that children receive credit. Continued assistance from Private Sector and NGO's will be encouraged.

**4.9.1 Monitoring-Evaluation**

Start: 7/93      End: 6/94      Staff: Malik  
Bakhtiari  
Mushtaq  
SCSPEB

Status: Plan to be developed.

**4.9.2 Training-Registration**

Start:7/93      End:6/94      Staff: Bakhtiari  
SCSPEB

Status: Trainings on going. Registration not started.

**4.9.3 Operations Grant**

Start:7/93      End:6/94      Staff: Bakhtiari  
SCSPEB

Status: Received from UNICEF.

**4.10 Female Promotion: Female Field Offices:** Female management in primary education will be strengthened through establishment of 13 District Education Officers (DEOs). Qualified candidates will be recruited and provided skill training. At least 14 SDEO positions will be established for the Districts where there are no female DEOs and in Districts with more than 50 girls schools. Computer operators at Female District Offices will be female. At Directorate Office female officers will be posted to a minimum of 4 assistant director positions and at least 2 will be posted at grade 18 and above. Direct recruitment will be used as appropriate and necessary.

**4.10.1 Facilities and Transportation**

Start:7/93      End:6/94      Staff: Shafi  
Jaffer  
DEO's

Status: SNE not processed for DEOs and SDEOs.

**4.10.2 Pre-Management Training**

Start:7/93      End:6/94      Staff: Ishaque  
Pervais

Status: First session in process. Scheduled from November, 1993.

**4.11 Private Sector:** Efforts to encourage private initiatives in Primary Education will continue. A study of the feasibility of a private sector involvement will be conducted. Plans will include recommended policy and administrative changes to facilitate implementation. A working committee will be established to liaise with and involve the private sector. Requires TA support.

**4.11.1 Feasibility of Foundation**

Start:7/93      End:6/94      Staff:      Malik  
Ishaque  
Consultant

Status: Ordinance passed by Provincial Assembly.

**4.11.2 Private Sector Involvement (Seminar)**

Start:7/93      End:6/94      Staff:      Malik  
Anzar  
Darnell

Status: Scheduled for 13 -14 November, 1993.

**4.12 Objectives and implementation requirements for a Girls Scholarship Program for girls in private schools in rural areas will be assessed and if appropriate a pilot project in two districts (not Quetta) will be developed in time for 1994 school year. TA Required**

**4.12.1 Feasibility Study/Regulations**

Start: 7/93      End:6/94      Staff:      Malik  
Anzar  
Bakhtiari  
Darnell

Status: Planning meeting with World Bank scheduled for November, 1993.

**4.12.2 Establish Pilot Activity**

Start:1/94      End:6/94      Staff:      Malik  
Darnell  
Contractor

Status:

**4.13 BEMIS:** The organization, capacity, and sustainability of the Balochistan Education Management Information System (BEMIS) will be strengthened through attention to staff availability and quality issues and continuation and improvement of ongoing data collection and processing activities. Of particular concern is replacing the NEMIS assistance if the PDWP does not approve PC-1

and UNESCO does not fund continuation of the Technical Assistance.

**4.13.1** Conduct Fall Census (93)

Start: 9/93      End:12/93      Staff:      Qambree  
Spicer  
Fahim

Status:    On Schedule.

**4.13.2** Conduct Spring Census (94)

Start:2/94      End:5/94      Staff:      Qambree  
Spicer  
Fahim

Status:    Not Due.

**4.13.3** Equipment Maintenance

Start:7/93      End:6/94      Staff:      Qambree  
Shafqat  
Fahim

Status:    On-going

**4.13.4** In-Service Training

Start:7/93      End:6/94      Staff:      Qambree  
Spicer  
Fahim

Status:    On-going.

**4.13.5** NEMIS Coordination

Start: 7/93      End:6/94      Staff:      Mengal  
Qambree  
Fahim

Status:    On-going.

**4.14** Data Utilization: Assistance and training for officials including Secretariat; Directorate; field staff and ministers will be provided. Dissemination and utilization of BEMIS data will be strengthened through regular analysis and dissemination of data in formats appropriate to decision makers (workshops, reports etc.). This will require contracted assistance to extend directorate capability.

**4.14.1** Workshops

Start:7/93      End:6/94      Staff:      Qambree  
Spicer  
Fahim

Status: One seminar complete.

**4.14.2 Special Reports Series**

Start:7/93      End:6/94      Staff: Qambree  
Spicer  
Fahim

Status: Plan due by 11/94.

**4.15 Financial Management:** An improved financial management and reporting system specially designed to facilitate decentralized management will be developed. A consultant and an accounting firm may be required to assist with system design and implementation. TA or Consultant required

**4.15.1 Decentralized Financial System**

Start:7/93      End:12/93      Staff: Malik  
Shafi  
Jaffer  
Abbas

Status: On Schedule.

**4.15.2 Departmental Interface (ADP/SNE)**

Start:7/93      End:6/94      Staff: Malik  
Shafi  
Jaffer

Status: On-going

**4.15.3 SAP Plan**

Start:7/93      End:9/94      Staff: Malik  
Qambree  
Darnell

Status: Complete

**4.16 BEMIS Expansion:** Cells will eventually be established in 49 additional Division, District, and Directorate Offices for a total of 49 operational computer cells. The two-year schedule for expansion of BEMIS calls for an additional 16 sites in 93/94 to bring the operational total to 36. Operators must be recruited and trained; facilities prepared and computers installed. These field sites will coordinate district level census operations.

**4.16.1 Prepare 16 Additional Sites (16X60)**

Start: 7/93      End: 12/94      Staff: Qambree  
Shafi  
Jaffer

Status: Not started for 1993/94



Status: On-going

**4.18.2 Policy & Criteria for Distribution**

Start: 7/93      End:6/94      Staff:      Ishaque

Status: Draft only.

**4.18.3 Distribution**

Start: 7/93      End:6/94      Staff:      Ishaque

Status: Delayed.

**4.18.4 Monitor and Evaluate Impact**

Start: 7/93      End:6/94      Staff:      Ishaque

Status: Delayed.

**4.19 TA: Finalize negotiations with firm to provide Technical Assistance (TA) in accordance with GOB/WB-IDA agreements.**

**4.19.1 Select Firm & Complete Negotiations**

Start: 7/93      End:7/93      Staff:      Secretary  
Education  
Malik

Status: Complete

**4.19.2 Implement Contract**

Start:10/93      End:6/94      Staff:      Malik  
Contractor

Status: Delayed by World Bank.

**4.19.3 Monitor and Evaluate Performance**

Start:10/93      End:6/94      Staff:      Malik  
Mengal  
Anwer

Status: Delayed

**4.20 Commodities: Purchase of equipment and materials needed for the effective implementation of the various tasks noted above as approved/authorized by the Director Primary Education.**

Start:7/93      End:6/94      Staff:      Malik  
Shafi  
Jaffer  
Darnell

Status: On-going

**4.21 Contingencies:** Resources to be allocated at the discretion of the Director Primary Education for unanticipated activities or shortfall in planned tasks.

Start:7/93

End:6/94

Staff: Malik

Status: Not required to date.

## **5.0 CONSTRUCTION**

**BENCHMARK:** Primary education facilities will be increased and located more effectively to increase enrolment of targeted populations. Schools and classrooms constructed will be constructed in accordance with an overall plan which will coordinate funding sources such as ADP/SAP; ADB, World Bank; USAID and UNICEF.

Fourteen activities relating to continuation and improvement of primary education construction programme in Balochistan contribute to this bench-mark.

**5.1 Multi-Grade Schools:** 69 multi-grade schools, which boys and girls attend and are administered by the female DEOs, will be constructed in locations which meet the required criteria as set by the Directorate, including community assessment by DOE/SDEO according to Community Support Programme criteria.

Start:7/93

End:6/94

Staff: Secretary, Education

**Status:** The Multi- Grade School design was approved by the P&D department in the CDWP meeting held on August 15,1993 under the chairmanship of the Secretary (Implementation). The long term A/E firm has been asked to prepare the working drawings, bill of quantities, packaging of school sites and the bid documents.

**5.2 Shelterless Primary Schools:** 355 shelterless schools will be constructed according to criteria established by the steering committee and the funding source. All sites where a new school facility is to be constructed will also require a community assessment by DEO/SDEO according to Community Support Programme criteria.

**5.2.1** 60 - USAID (FY 92/93)

Start:7/93

End:6/94

Staff: Jaffer  
Mengal  
DCW  
Bamji

**Status:** The long term A/E firm has submitted the tender documents to the respective Divisional Engineers for invitation of the bids.

The Director/Chief Engineer DCW, Education Department, in consultation with the long term A/E firm has prepared the short list of contractors who are eligible to bid for the up-coming tenders. The notices of invitation to tender for the schools has also been advertised in the local Urdu newspapers. The tenders are due in the office of the respective Divisional Engineers office in the first week of October,1993.



**5.4 Additional Classrooms: 659 additional primary school classrooms (see below) will be constructed in areas of severe over-crowding and/or where children attend classes in shelterless area.**

**5.4.1 140 - USAID (FY 92/93)**  
**Start:7/93 End:6/94 Staff: Jaffer**  
**Mengal**  
**DCW**  
**Bamji**

**Status: The long term A/E firm has submitted the tender documents to the respective Divisional Engineers for invitation of the bids.**

**The Director/Chief Engineer DCW, Education Department, in consultation with the long term A/E firm has prepared the short list of contractors who are eligible to bid for the up-coming tenders. The notices of invitation to tender for the schools has also been advertised in the local Urdu newspapers. The tenders are due in the office of the respective Divisional Engineers office in the first week of October 1993**

**5.4.2 219 - World Bank (FY 93/94)**  
**Start:7/93 End:6/94 Staff: Jaffer**  
**Mengal**  
**DCW**  
**Bamji**

**Status: The long term A/E firm has submitted the tender documents to the respective Divisional Engineers for invitation of the bids.**

**The Director/Chief Engineer DCW, Education Department, in consultation with the long term A/E firm has prepared the short list of contractors who are eligible to bid for the up-coming tenders. The notices of invitation to tender for the schools has also been advertised in the local Urdu newspapers. The tenders are due in the office of the respective Divisional Engineers office in the first week of October,1993.**

**5.4.3 200 - SAP (FY 92/93)**  
**Start:5/93 End:6/94 Staff: Jaffer**  
**Mengal**  
**DCW**

**Status: The approved list of schools has been submitted to the Director/Chief Engineer DCW, Education Department for implementation. Tenders for the construction works has been invited by the respective Divisional Engineers. The successful bidders have been awarded the contract and the construction work is in progress on the sites.**





















**6.6** One Study Tour for teacher trainers to the Philippines and Thailand to study historic and current trends and practices in teacher training was completed in 5/93. Participation was an equal number of men and women.

A second study tour is planned for 01/94 to visit Indonesia and Malaysia. The objectives of the tour will be the same as the earlier tour.

Staff: Anwar  
Robb  
Fanslow  
Ansari

Status: One planned for 04/93 -- Philippines and Thailand (completed)  
One planned for 01/94 -- Indonesia and Malaysia

**6.7** Commodities support. Library books shall be procured from the lists developed during 1991-92 consultancies. This is to include books for the Bureau of Curriculum and Extension, and both male and female GCET's

Status: On-going  
First purchases made 12/92

**6.8** Primary Teacher Training Revision efforts were begun. Information gained on first study tour and proposed revised curriculum from the Federal Curriculum Bureau have provided information to enable planning to begin on a one year PTC training program and a two year F. Ed. (F.A.+C.T.) program.

Status: On-going  
Requires TA support

**6.8.1** Develop a PTC/F.Ed. curriculum incorporating recent recommendations made by the Federal Bureau of Curriculum. Discuss and get feedback from Curriculum Bureaus in other Provinces.

Start: 03/93                      End: 12/93                      Staff: Abassi  
Anwar  
Malik  
Bajwa  
Fanslow

Status: On-going

## **7. INSTRUCTIONAL MATERIALS**

**BENCHMARK:** Curriculum and instructional materials development and production will be improved through the following activities:

**7.1** Continued development and expansion of the Balochistan Instructional Materials Development and Training Cell (BIMDTC); SNEs for a Coordinating Officer and other support personnel, capabilities and equipment, rental of facilities for BIMDTC operation to accommodate desk top publishing, writing teams, illustrator and assessment and monitoring teams.

### **7.1.1 New SNEs for Coordinating Officer**

Start: 7/93	End: 6/94	Staff:	Robb Darnell Jaffer Malik
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Status: Request put forward 8.93, awaiting decision.

### **7.1.2 New SNEs for Support Personnel**

Start: 7/93	End: 6/94	Staff:	Robb Malik Anwar
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Status: Plan for staffing BIMDTC with attached personnel has been established. Partial staffing has begun, anticipate complete compliment of personnel by February/March 1994.

### **7.1.3 Rental of Facilities (7A Arbab Karam Khan Road)**

Start: 7/93	End: 1/94	Staff:	Robb Jaffer Malik Darnell
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Status: Lease for facility at 7A Arbab Karam Khan Road has been extended for one year (through 30 September 1994).

### **7.1.4 Training & Presentation Equipment**

Start: 1/94	End: 1.06.94	Staff:	Qazalbash Robb Jaffer
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Status: Process of determining need and type of equipment is underway, requests for purchase to be put forward after 1.94.



Sultan  
Robb

Status: Organizational chart established and agreed upon.  
Further activities to complete this item are underway.

7.3 Continued development and support of 'Teacher' writing teams for primary level textbooks; training workshops, editor & writer incentives and extended attachments.

7.3.1 Attachment of Writing Team Members from Respective Schools & Department for up to one year.

Start: 7/93 End: on going Staff: Malik  
Qazalbash  
Anwar

Status: On going process. First writing team cycle was complete on 31 August 1993. Next cycle is scheduled to begin February 1994.

7.3.2 Training Workshops for Writing Teams

Start: 2/94 End: on going Staff: Robb  
Qazalbash  
Ramzan  
Gulzar  
Ali

Status: To begin after the establishment of the next writing team.

7.3.3 Field Trip for Writing Teams

Start: 8/93 End: 8/93 Staff: Qazalbash  
Ali

Status: Field trip to NWFP IMDC took place during one week of August. All writing team members attended under the leadership of the Assistant Director and Mr. Anwar Ali.

7.3.4 Incentive to Writing Teams

Start: 7/93 End: 8/93 Staff: Malik  
Anwar  
Robb



**7.5** Development and implementation of a District-wide Public Relations Campaign to inform the teachers, head-mistresses / head-masters, supervisors, etc. about the textbook reform being undertaken; its purposes and intended outcomes.

**7.5.1** Development of Visual Materials

Start: 11/93    End: 3/94    Staff: Qazalbash  
ShoukatUNI  
CEF

Status: Preliminary discussions have taken place. Actual work to begin in November 1993.

**7.5.2** Training of PR Teams

Start: 1/93    End: 1/94    Staff: Qazalbash  
Ramzan

Status: To take place after visuals and support materials have been produced.

**7.5.3** TA/DA for Participants

Start: 1/94    End: 3/94    Staff: Qazalbash  
Ramzan

Status: To begin after January 1994.

**7.5.4** TA/DA for PR Team

Start: 1/94    End: 3/94    Staff: Qazalbash  
Ramzan

Status: To begin after January 1994.

**7.5.5** Transportation of PR Teams

Start: 1/94    End: 3/94    Staff: Qazalbash  
Ramzan

Status: To begin after January 1994.

**7.6** Completion and publication of student-centered textbooks and teachers' guides for Kachi and Class I (Phase II of the Textbook Reform Plan) to be pilot tested during the 1994 school year; writing & 'spot' testing, production of camera-ready copy, and publishing of pilot materials.

**7.6.1 Writing and Spot Testing**

Start: 4/93      End: 8/93      Staff: Robb  
Ramzan  
Writing  
Teams  
Gulzar  
Ali  
Shoukat

Status: Complete for Kachi and Class I.

**7.6.2 Production Camera-ready Form**

Start: 4/93      End: 10/93      Staff: Robb  
Ramzan  
Shoukat

Status: Kachi materials complete. Class I materials to be completed by end of October.

**7.6.3 Publishing for Pilot Testing**

Start: 11/93      End: 2/94      Staff: Robb  
Qazalbash  
Ramzan

Status: Tender notices are drafted and will be published no later than 31 October 1993.

**7.7 Pilot testing, of new student textbooks and teachers' guides; Vehicles (4 double Cabs), POL, and Drivers.**

**7.7.1 Distribution of Books to Pilot Schools**

Start: 2/94      End: 3/94      Staff: Qazalbash  
Contract  
Personnel

Status: To begin in February 1994.

**7.7.2 Training of Pilot School Personnel**

Start: 1/94      End: 4/93      Staff: Qazalbash  
Ramzan  
Gulzar  
Ali

Status: To begin in January 1994.

**7.7.3 Monitoring of Pilot Test Activities**

Start: 3/94      End: 1/95      Staff: Qazalbash  
Contract  
Personnel

Status: Drafting of scope of work for this activity is underway.

**7.7.4 Development of Instruments**

Start: 10/93      End: 1/94      Staff: Robb  
University  
of  
Balochis-  
tan

Status: Contract has been signed for the Department of Education, University of Balochistan to develop the instruments to be used throughout the pilot testing phase of the textbook reform. This will be under the direct guidance of the TA Curriculum & Instructional Materials.

**7.7.5 Training of Teams**

Start: 1/94      End: 3/94      Staff: Qazalbash  
Contract  
Personnel

Status: To begin in January 1994.

**7.7.6 Analysis of Data**

Start: 6/94      End: 12/94      Staff: Contract  
Personnel

Status: To begin after the first quarter of evaluation and monitoring.

**7.7.7 4 Vehicles POL, and Drivers**

Start: 11/93      End: 12/94      Staff: Qazalbash  
Robb  
Darnell  
Jaffer

Status: To begin November 1993.

**7.8** Completion of student-centered textbooks and teachers' guides for Class II & III (Phase III of the Textbook Reform Plan) to be tested during the 1995 school year; writing & 'spot' testing & production of camera-ready copy.

**7.8.1 Writing & Spot Testing**

Start: 2/94      End: 6/94      Staff: Qazalbash  
Robb  
Ramzan  
Gulzar  
Ali

Status: To begin February 1994.

**7.8.2 Production of Camera-ready Form**

Start: 3/94      End: 8/94      Staff: Ramzan  
Qazalbash

Status: To begin soon after writing begins for Class II & III materials.

**7.9**      Development and implementation of in-service training workshops for educational personnel who will be responsible for using and supervising the use of the newly developed textbooks and support materials.

**7.9.1 In-Service Training of Teachers**

Start: 1/94      End: on going      Staff: Anwar  
Qazalbash  
Fanslow

Status: To begin in January 1994.

**7.10**      Identification and Purchase of supplementary materials to accompany the newly developed student-centered textbooks for Kachi and Class I. Printing of Urdu Cards and Game Cards.

**7.10.1 Workshops to Identify Materials**

Start: 8/93      End: 12/93      Staff: Robb  
Jamal

Status: Scope of Work approved for a local short term consultant to begin this task. Work begins on 1 October 1993.

**7.10.2 Procurement of Sample Copies**

Start: 10/93      End: 04/94      Staff: Qazalbash  
Jamal  
Jaffer

Status: To begin after first report from short term consultant.

7.10.3 Procurement of Classroom sets, Kachi & Class I  
Start: 2/94 End: 6/94 Staff: Qazalbash  
Jaffer

Status: To begin after review of sample copies.

7.10.4 Printing of Urdu Flash Cards & Games Sets

Start: 7/93 End: 6/94 Staff: Ramzan  
Jaffer  
Robb

Status: Printing, assembly and distribution of 2500 sets complete. Printing of 3000 sets complete. Printing of 4000 sets on order.

7.11 Development, production, and implementation of scheme and instruments for formal monitoring and assessment of pilot testing activities; to include formative evaluation of materials, assessment of teacher, parent, and student attitudes and quality and durability of materials.

Start: 7/93 End: 1/94 Staff: Robb  
Qazalbash  
Contract  
Personnel

Status: Scope of work drafted and preliminary plan of action has been agreed upon. Formal scheme will be complete by 10 November 1993.

7.12 Development of student achievement testing instruments to accompany newly written textbooks, Kachi & Class I.

Start: 10/93 End: 1/94 Staff: Robb  
Qazalbash  
University  
of  
Balochis-  
tan

Status: Arrangements made with University of Balochistan. Work to begin on 1 October 1993.

7.13 Development of a new scheme of pre-qualification and procurement procedures for the Textbook Board to implement for the publishing of primary level textbooks.

**7.13.1 ICB for Paper**

Start: 7/93      End: 7/94      Staff: Akbar  
Sultan  
Consultant

Status: Process underway, will not take effect until printing of new texts for provincial distribution.

**7.13.2 New Pre-qualification guidelines for Publishers**

Start: 7/93      End: 7/94      Staff: Akbar  
Sultan  
Consultant

Status: Preliminary guidelines developed, to be finalized with consultant and implemented with provincial-wide printing of new text books.

**7.13.3 Advertisement & Training on New Procedures**

Start: 6/94      End: on going      Staff: Akbar  
Sultan

Status: To begin prior to printing of new textbooks for provincial-wide distribution.

**7.14** Continued contributions to the development of a new Federal Curriculum Document, Kachi - Class V; workshops, preparation of draft curriculum documents, etc.

**7.14.1 Workshops**

Start: 7/93      End: 9/93      Staff: Robb  
Ramzan  
Ali  
Qazalbash

Status: Workshop called by JEA in August. Attended by approximately 55 government officials involved in the writing and development of primary level textbooks from throughout Pakistan.

**7.14.2 Prepare Draft of "Guidelines for Writers" and "Testing & Evaluation"**

Start: 7/93      End: 8/93      Staff: Robb

Status: Complete



Status: After the return of the Textbook Board training participants, a proposal for new equipment will be presented.

**7.17.2 New Building**

Start: 7/93      End:                      Staff: Sultan  
   Akbar  
   Bamji  
   Robb

Status: Preliminary needs established and initial architectural sketches made. Progress underway.

**7.17.3 Library Resources**

Start: 9/93      End: 6/94                      Staff: Taseen  
   Latif  
   Iqbal

Status: Some resource materials to be provided during the training in the US. List of additional resource needs to be supplied by the training participants upon their return to Quetta.