

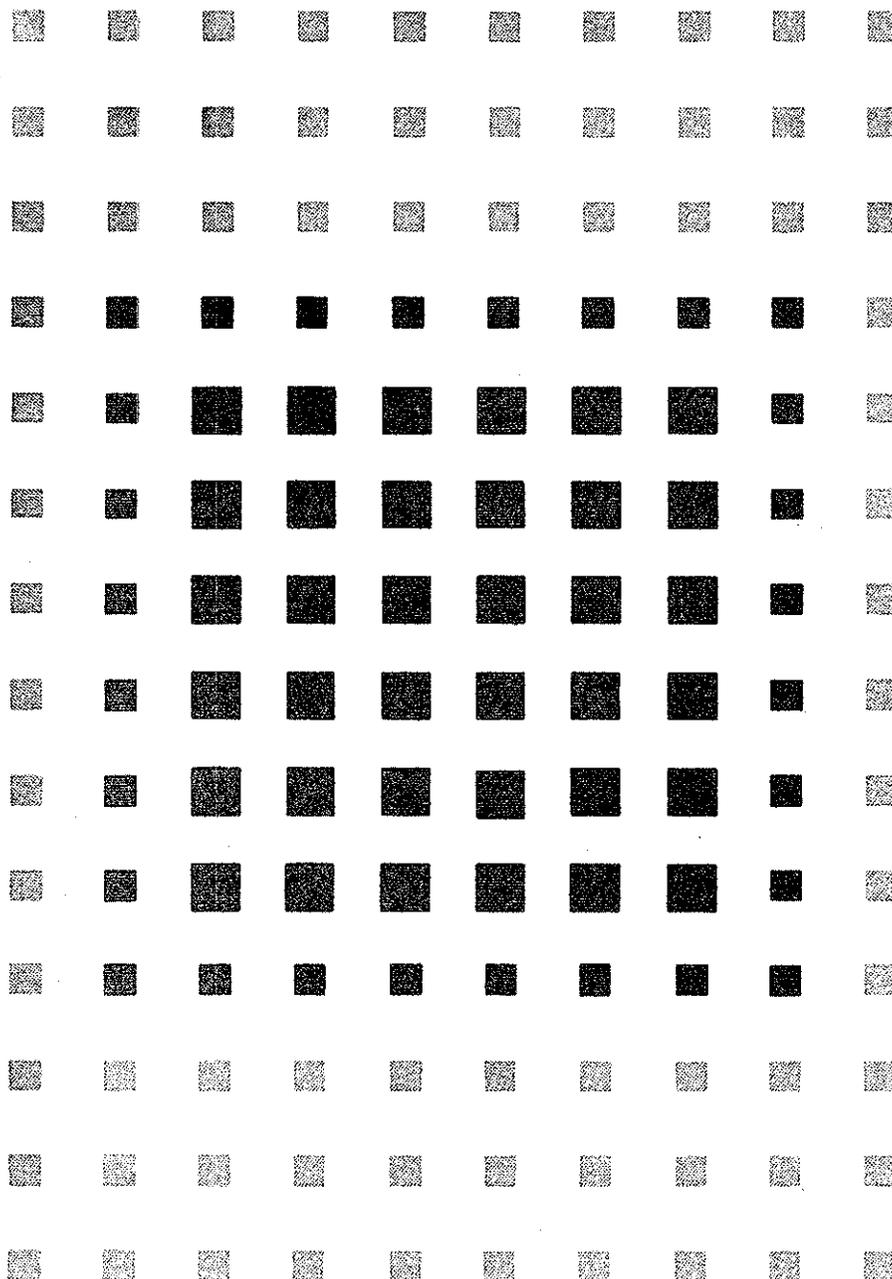
PRIMARY EDUCATION DEVELOPMENT  
PROGRAMME (PED)

43720

PD-AB4-492

# QUARTERLY REPORT NUMBER ELEVEN

1 July through 30 September 1992



**AED**

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PROGRAMME (PED)**

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

# Primary Education Development Program

## QUARTERLY REPORT ELEVEN

For the Period 1 July through 30 September 1992

### OVERVIEW

This report covers activities in both provinces during the eleventh 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 updated Master Work Plans for the two provinces which present the current status of each of the tasks in the Plan.

### ADMINISTRATIVE MATTERS

#### Management and Administration:

In Balochistan, the Assembly approved the establishment of a Directorate of Primary Education "in principal." The process of implementation has been delayed by a change in key positions in the government, with new secretaries of P&D, S&GAD, Finance, and a new ACS. Hence, necessary administrative action will be taken in the next quarter.

**Facilities:** A lease has been taken on a large facility in Quetta to house both the Directorate and the TA staff. A phased occupancy is expected for the first week or two of October and extending into November. In addition, approval has been given by the Assembly for the site on which to build a building to house the Directorate permanently.

#### Training:

In NWFP management training consultants, who had completed a management training needs assessment of the NWFP Primary Directorate headquarters staff, conducted a follow-up two day training session to conclude the development of responsibility allocation charts for the positions of Assistant, Deputy, and Additional Directors and the Director and began teaching the incumbents how to develop their own job descriptions, based on their own job responsibilities, which had received administrative approval.

In Balochistan, six workshops were conducted to develop position descriptions, associated delegations of powers, for top level Directorate officials and training needs assessments for SDEOs, ASDEOs, and Learning Coordinators.

Eleven persons, eight women and three men, were sent to the states for Masters Degree training, eight from Balochistan and three from NWFP. Four of those from Balochistan are from the private sector. The remainder are education officials.

#### **Community Supported Schools:**

In Balochistan, twenty two schools were selected for this program, (all with female teachers); and nine were opened and are operating. The Secretary of Education has also approved 60 "floating" teacher posts for qualified villages in the three pilot divisions. UNICEF, BRSP-Germans, and SPO-Canadians have indicated a desire to join in the development of the Community Schools Program.

#### **EMIS**

In NWFP, a new one-page easy-to-administer school census questionnaire was developed along with a plan for a better (ie more accurate) method of data collection, and training for data collectors and their field office supervisors was conducted. Data collection began in September so that final data analysis and reporting can be completed by the end of December or early January '93.

#### **DONOR COORDINATION**

Possible PED Program Support from other donors:

A World Bank mission was in Balochistan in September to conduct the final appraisal report for a new Primary Education Development Program beginning in 1993/94 to continue the major activities of the PED program.

A similar team, headed by Mae Chu Chang of the World Bank, NWFP to conduct the second project appraisal, a second and vital step in preparing to support the continuation of PED under World Bank funding as has been done in Balochistan, where final negotiations are expected to take place in January 1993.

In both provinces the remaining PEPII activities have been integrated into the PED Programme.

## **Private Education**

The Board of the Frontier Education Foundation (FEF) NWFP, held its first meeting and appointed a sub-committee to seek additional funding from donors and the Federal Government. A request was made to USAID to provide the \$ 2M that has tentatively been set aside for the FEF.

In Balochistan, the Habib Bank has agreed to fund ten pilot home schools in the kacchi abadi areas of Quetta and Pishin as part of an experiment to involve the private sector in the support of primary education.

## **TEACHER SUPPLY, TRAINING, AND SUPERVISION**

A draft report of the Teacher Content Knowledge Study data for pre-service teachers was prepared while data for the in-service teachers were being analyzed. These data, now analyzed, will be included in a comprehensive report for both sets of teachers due for completion in November.

In NWFP and Balochistan, some 3750 teachers were trained in an accelerated teacher training program -- 2000 in NWFP, 1750 in Balochistan.

Dr. William Fanslow, new Resident Advisor in Teacher Training, arrived to joined the TA team in Quetta in early September. His arrival fills the team to its full complement.

## **INSTRUCTIONAL MATERIALS**

In NWFP, teachers, ASDEO's, and Learning Coordinators in the Districts of Chitral, Swat, Dir, Manshera, Nowshera, Kohat, Bannu, Lakki, and Peshawar received the newly IMDC developed instructional materials in either language (Urdu or Pashto) or in math/science and were trained in their use. ASDEOs and Lcs were also trained as data collectors and given class visit and observation schedules for their schools. Preparations were made for achievement testing the pupils in late October or early November.

Results of the achievement testing of the children, teacher observations, and interviews will fed back to the participating teachers, their supervisors, other district officials, and the Directorate headquarters, as were done with the first such report.

The School Improvement Program, (SIP), introduced to the two districts of Bannu and Swat in the last quarter, will be extended during the next quarter to the remaining eight districts participating in the field test. In each district, top officials will be taught "action planning" and will develop district plans to begin achieving the three action goals of the PED Program, increasing access and enrollment, increasing equity, and increasing the quality of education.

In Balochistan, an Instructional Materials Development Cell (IMDC), modelled after that set up in NWFP, was established with a total of four professional staff deputed from the Curriculum Bureau and the Textbook Board (2 from each) to start the Cell. The early focus in the IMDC is one teaching personnel desk top publishing using the Mackintosh computer and desk top software now in place.



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:

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, Robinson

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

Start: 7/92

End: 8/92

Status: One meeting held to-date

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

Start: 9/92

End: 9/92

Status: Will be on agenda of next meeting

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

Start: 10/92

End: 10/92

Status:

d) Execute plan.

Start: 11/92

End: ongoing

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:

b) After problem analysis, prepare list of suggested changes

Start: 16/11

End: 21/11

Status:

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:

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

Start: 1/1/93

End: 30/1/93

Status:

#### 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: Notice inviting expressions of interest and institutional capability to conduct the work advertised in 3 Pak newspapers

b) Prepare RFP, get approval, send to short list of interested firms.

Start: 15/12

End: 15/1/93

c) Conduct assessment, training for a subset of officials.

Start: 1/3/93

End: 15/4/93

Status:

d) Develop plan to evaluate effectiveness of training

Start: 15/3/93

End: 1/4/93

Status:

e) Continue general management training program.

Start: 15/12

End: ongoing

Status:

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: Pakistani consultant  
identified

b) design TOT training plan and schedule.

Start: 15/1/93

End: 28/2

Status:

c) conduct training of trainers.

Start: 15/3

End: 25/3

Status:

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: 1/8/92

End: 31/8/92

Status: Completed

b) Collect, check, enter, and clean all data for the 1992-93 school census for all schools (government and non-government) with primary classes

Start: 15/9/92

End: 30/11/92

Status: Questionnaire distributed, personnel in fields trained in distributing questionnaires, collecting data, verifying data validity, forwarding data to EMIS. System to check on missing questionnaire established.

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: 1/10/92

End: 31/12/92

Status:

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

Start: 1/12/92

End: 31/1/93

Status:

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

Start: 1/12/92

End: 31/12/92

Status:

f) Expand EMIS into all district offices.

Start: 15/01/93

End: 6/30/93

Status:

4.6.2 Develop and implement FMIS (Financial Management Information System)

a) At the provincial level

Start: 15/6/92

End: 30/4/93

Status: Completed. Personnel trained, now operating system with occasional supervision from technical consultant

b) At the district level

Start: 1/2/93

End: 30/6/93

Status:

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 PC1s for all operating or prospective projects with approved PC1s.

Start: 7/92

End: 9/92

Status: Completed

c) corroborate PC1 data with projects' staff; collect data on project expenditures and achievement (planned versus actual) in first quarter, fiscal year 1993

Start: 9/92

End: 10/92

Status: Completed

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:

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:

b) At the district level

Start: 15/01/93

End: 01/10/93

Status:

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:

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:

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

Start: 7/93

End: 9/93

4.7 Provide technical assistance for the creation of a database management system on teacher training to 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:

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

Start: 1/1/93

End: ongoing, as needed

Status:

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

Status:

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: When data available      End: 3 days after workshop begins

Status:

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  
first workshop ends

End: 2 days after  
workshops begins

Status:

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

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: 15/3/93

Status:

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

Start: 1/1/93

End: ongoing

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

Start: 15/1/93

End: 30/1/93

d) disseminate priorities widely

Start: 1/1/93

End: ongoing

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



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

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

Status:

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 firm End: 30/6/93

Status:

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:

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:

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:

b) complete study

Start: 16/1/93

End: 15/5/93

Status:

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.

GCETs AND CURRICULUM BUREAU COMPONENT ONLY

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: in process

c) Develop lists of required items.

Start: 11/9

End: 11/92

Status:

d) Order items.

Start: 12/92

End: 12/92

Status:

e) Train personnel to use items.

Start: upon arrival of item      End:

Status:

f) Deliver and/or install items.

Start: upon arrival of items      End:

Status:

5.0 CONSTRUCTION

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

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 accomplish the work on the same TOR, with  
monthly progress reports.

b) Award contract

Start: 9/92

End: 10/92

Status: Canceled

e) Conduct physical facilities survey

Start: 1/11/92

End: 31/3/93

Status:

f) Improve school design

Start: 1/12/92

End: 31/12/92

Status:

g) Review site criteria

Start: 1/12/92

End: 31/12/92

Status:

h) Develop five year repair and rehabilitation schedule

Start: 1/12/92

End: 31/3/93

Status:

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:

b) Training workshop for ADEOs, ASDEOs/development

Start: 15/2/93

End: 15/2/93

Status:

c) Conduct mapping

Start: 1/3/93

End: 31/3/93

Status:

d) Add result to school maps

Start: 1/4/93

End: 30/4/93

Status:

e) Enter data into school facilities file, EMIS

Start: 1/4/93

End: 31/5/93

Status:

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 PCI 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	1887-1500	30/6	Sites selected for over 1000 schools
5.3.2 Girls schools upgraded to middle	85	30/6	
5.3.3 Hostel spaces	400	30/6	Work in Progress
5.3.4 GCETs	7	6/94	Work in Progress
5.3.5 Reconstruct primary schools	53	30/6	Sites under selection. However severe flood damage to schools in some districts will require additional re-construction targets and an accelerated plan if funds are made available to the Directorate for this purpose.

5.3.6 Classrooms added	2997 2107	890	12/92 30/6	Work underway most sites being selected
5.3.7 Directorate office	1		6/95	Contract for design ready to let after vetting by legal office
5.3.8 DEO/SDEO offices	3		30/6	Sites selected
5.3.9 Staff quarters Dabgari Gate GCET	1 set		30/6	Work progressing as planned
5.3.10 Open Mosque schools	1000		30/6	
5.3.11 DCW est. in Primary Directorate	1		12/92	Steering Committee decision to detail small staff from C&W to function as DCW/Primary on a pilot basis for 3 years and for 3 divisions (1/2 the province)
5.3.12 Classrooms storage room hall added to EEC, Abbottabad	2 1 1		30/6	Preliminary discussions held w/Bureau by P&D/PDE
5.3.13 Teacher Resource Bureau offices in Peshawar	1		30/6	" " "

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.

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

start: 7/92

end: 8/92

status:

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

start: 9/92

end: 9/92

status:

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

start: 10/92

end: 10/92

status:

d) Execute plan.

start: 11/92

end: ongoing

status:

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.

GCETs AND CURRICULUM BUREAU COMPONENT

a) Revise forms for needs assessment.

start: 8/92

end: 8/92

status:

b) Conduct needs assessment.

start: 9/92

end: 10/92

status:

c) Develop lists of required items.

start: 11/92

end: 11/92

status:

d) Order items.

start: 12/92

end: 12/92

status:

e) Train personnel to use items.

start: upon arrival of items end:

status:

f) Deliver and/or install items.

start: upon arrival of items end:

status:

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 statistics.

start: 9/92

end: 9/92

status:

b) Create revised plan.

start: 10/92

end: 10/92

status:

c) Discuss plan with personnel of the Curriculum Bureau and DPE, and create a schedule of actions based on the needs revealed in the plan.

start: 11/92

end: 11/92

status:

d) Carry out these actions.

start: 12/92

end: ongoing

status:

6.2 Make necessary changes in the 1992 report on the rules, procedures, and/or practices affecting teacher supply and distribution to make posting in rural areas more attractive to female teachers. After approval, implement the new rules and regulations.

a) Complete deliberations of the committee constituted to examine activities in this area.

start: 7/92

end: 8/92

status:

b) Present recommendations to relevant authorities for approval.

start: 9/92

end: 10/92

status:

c) Organize actions to be taken.

start: 11/92

end: 11/92

status:

d) Take necessary actions.

start: 12/92

end: 12/92

status:

e) Monitor progress and results.

start: 1/93

end: ongoing

status:

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:

b) Choose participants.

start: 8/92

end: 8/92

status:

c) Conduct programme.

start: 9/92

end: ongoing

status:

d) Monitor and evaluate program.

start: 10/92

end: ongoing

status:

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:

b) Distribute funds.

start: according to plan end: ongoing

status:

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:

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:

b) Implement plan.

start: 10/92

end: ongoing

status:

c) Assess results of implementation, and revise procedures accordingly.  
start: 12/92 end: ongoing  
status:

d) Implement revised plan in additional districts.  
start: 4/63 end: ongoing  
status:

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:

b) Develop description of generic teaching skills needed in order to teach these materials successfully.  
start: 10/92 end: 10/92  
status:

c) Create in-service program and materials to teach these skills to primary teachers.  
start: 11/92 end: 12/92  
status:

d) Deliver this program.  
start: 1/93 end: ongoing  
status:

e) Evaluate results of program and feedback into planning for further training.  
start: 5/92 end: ongoing  
status:

6.5.2 Complete the Teacher Content Knowledge Study and with principals and key staff of the GCETs and the Curriculum Bureau implement an action plan to introduce changes in PTC pre-service training Programmes. Similarly, with Curriculum Bureau staff, develop and implement an in-service teacher training programme to remedy weaknesses found in the current in-service programme.

a) Complete all data analysis for all phases of study.  
status: 7/92 end: 7/92  
status:

b) Write final report.  
start: 9/92 end: 9/92  
status:

c) Constitute committee to plan revisions in pre-service programs and create action plan.  
start: 10/92 end: 11/92  
status:

d) Conduct action plan in all GCETs.  
start: 12/92 end: ongoing  
status:

e) Evaluate revisions, and replan indicated actions.  
start: 3/93 end: ongoing  
status:

6.5.3 Organize a series of study tours, tailor made courses, and M.A. degree programmes to upgrade the skills of key educators.

a) Clear all papers for round 1 study tours and M.A. degrees through Pakistani and U.S. authorities.  
start: 7/92 end: 8/92  
status:

- b) Arrange appropriate placements for all participants.  
start: 8/92 end: 8/92  
status:
- c) Conduct tours and M.A. degree programmes.  
start: 9/92 end: ongoing  
status:
- d) Specify needs for tailor made courses and round 2 study tours.  
start: 9/92 end: 9/92  
status:
- e) Choose participants for tailor made courses and round 2 study tours.  
start: 10/92 end: 10/92  
status:
- f) Clear all papers for tailor made courses and round 2 study tours through Pakistani and U.S. authorities.  
start: 11/92 end: 1/93  
status:
- g) Arrange appropriate placements for all participants.  
start: 1/93 end: 1/93  
status:
- h) Conduct round 2 tours and tailor made programs.  
start: 2/93 end: ongoing  
status:
- 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:
- b) Constitute Planning Committee and plan all aspects of the training.
- start: 8/92 end: 8/92
- status:
- c) Train Master Trainers.
- start: 10/92 end: 10/92
- status:
- d) Train 721 Learning Coordinators.
- start: 11/92 end: 1/93
- status:
- e) Evaluate training, and feedback results of evaluation into the planning of the next round of training.
- start: 4/93 end: 6/93
- status:

## 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 11, 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: Proceeding on schedule

c) Revise instructional units in mathematics and languages part 1 along with annotated teachers' editions and criterion referenced test items, based on feedback from field testing in Bannu, Swat, and Chitral

start: 7/92

end: 7/92

status: Completed

d) Train District Supervisory Officers and teachers in the use of the instructional materials developed for Kachi class, in Lakki, Mansera, Mardan, Kohat, and Dir.

start: 8/92

end: 9/92

status: Completed

e) Collect, and analyze data from the field on the use of instructional materials developed for Kachi class. Report findings to the Districts.

start: 10/92

end: 11/92

status:

f) Train District Supervisory Officers and teachers in the use of the instructional materials developed for Pakki class in Bannu, Swat, and Chitral

start: 3/93

end: 3/93

status:

e) Collect, and analyze data from the field on the use of instructional materials prepared for Pakki class. Report findings to the IMDC to use in revising the materials.

start: 5/93

end: 6/93

status:

7.1.1 A graded vocabulary in Pashto will be prepared in coordination with the Pak-German Charsadda Basic Education Programme.

Should the new Pak-German project staff decide to go forward with this activity, technical assistance requests will be honored.

a) Participate (upon request) in devising a plan of action

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

status: New staff not yet in Pakistan

b) Facilitate the implementation of the devised plan

start: 93/ pending the start up of the activity

status:

c) Provide technical assistance upon request

start: 93/pending the start up of the activity

status:

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

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 for Bannu, Swat, and Chitral

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. Mathematics addition, multiplication charts developed tested for classroom use. Printers sought for each.

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

start: 11/92

end: on-going

status:

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, 1992. A search of the private sector for the other materials has been started. Completion by September 30 for discovery and selection of materials. Purchase and distribution by March 1993.

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: in progress

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:

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:

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

start: 4/93

end: on-going

status:

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

start: 5/93

end: 6/93

status:

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 11.

start: 10/92

end: 10/92

status:

b) Conduct a workshop on Curriculum analysis on the preparation of measurable learning objectives, and the development of related criterion referenced tests for class 11

start: 11/92

end: 11/92

status:

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

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 revised based on field test results.

Start: 15/6/92

End: 30/8/92

Status: Completed

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

Start: 15/7/92

End: 30/9/92

Status: Completed

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:

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: Proceeding accord to plan

b) Field test pre-pilot lessons.

Start: 6/11/92

End: 14/11/92

Status:

c) Develop materials for pilot test 300 schools

Start: 2/93

End: 11/93

Status:

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:

MASTER WORK PLANS 1992/1993  
BALOCHISTAN

4. ADMINISTRATION AND MANAGEMENT

4.1 A Directorate of Primary Education will be established. Implementation, including expanded authority for issues such as staff selection, will begin immediately. New office premises will be rented and equipment and furnishings procured for both the Provincial Directorate office and new DEO offices.

4.1.1 Temporary facilities will be rented for the Provincial Directorate of Primary Education. Furnishing and equipment will be purchased.

Start: 7/92

End: 12/92

Staff: Malik  
Jaffar

Status: Building rented and available by 10/92

4.1.2 Temporary facilities will be rented for each new DEO Primary position established. Furnishing and equipment will be purchased.

Start: 7/92

End: 6/93

Staff: Malik  
Jaffar

Status: Positions not established

4.1.3 Vehicles will be purchased for each newly created DEO and SDEO position. Vans will be purchased for each district.

Start: 7/92

End: 6/93

Staff: Malik  
Jaffar

4.2 Design a training strategy and implementation plan to orient staff of the Primary Education Directorate to their new roles and responsibilities.

4.2.1 Develop final position descriptions, procedures, responsibilities and working documents needed by all positions to properly conduct their duties.

Start: 7/92

End: 12/92

Staff: Malik  
Darnell  
Jilani  
All Staff

Status: All position descriptions including delegation of powers drafted; Final waits approval of directorate by Chief Minister.

4.2.2 Design a training strategy for personnel at the new Directorate which defines the type(s) of training required for each position and the content of that training. (Note: A separate activity under the Teacher Supply and Training section of this plan covers teachers.)

Start: 7/92

End: 12/92

Staff: Malik  
Darnell  
Noel  
Jilani  
Staff

Status: Training requirements defined. First training for SDEOs before 3/93.

4.2.3 Produce a two-year implementation plan for the training program. The plan will specify positions to be trained, materials required, length of training, and approximate dates.

Start: 7/92

End: 12/93

Staff: Malik  
Fanslow  
Jilani  
Noel

Status: On schedule

4.3 Implement training plan for Directorate Staff.

Start: 7/92

End: 6/93

Staff: Malik  
PE Officers  
Noel  
Darnell

Status: Continuous on job training; First training workshops for SDEOs before 3/93.

4.3.1 Produce training packages for each training session. This includes print material as well as audiovisual and computerized material as required.

Start: 7/92

End: 6/93

Status: Ongoing. SDEO Training Package Will Be Completed by 12/92

4.3.2 Conduct training seminars for Primary Education staff. Conduct up to eight management seminars to orient senior staff and at least two in-service training sessions for DEOs, SDEOs, ADEOs, Head Teachers and others responsible for improving primary education in Balochistan.

Start: 7/92                      End 6/93

Status: Development ongoing; Full implementation awaits directorate. Series of preparatory workshops (3) completed during quarter.

4.4 At least two study tours for primary education directorate personnel will be conducted. Tours will include formal training at locations such as Innotech - Manila; USA management/policy training tour, other escorted and formal tours to be determined. Equal numbers of male and female staff will participate and priority will be given to Grade 17s and those who have not participated in any donor sponsored study tour during the prior two years.

Start: 2/93                      End 6/93

Status: GOB and USAID approved plan due 11/92 due and Participants selected - 1/93

4.5 Three 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.

Start: 2/93                      End 6/93

Status: Awaits new directorate. Possible topics and proposed dates follow. Dates and topics subject to change.

4.5.1 September Seminar hosted by BEMIS. Possible topic: "Using data for policy, planning, and administration".

Start: 9/92                      End 6/93

Staff: Qambaree  
Mengal  
Valdes  
Akbar  
Staff

Status: Delayed.

4.5.2 January Seminar hosted by the Director Primary Education. Possible topic: "Improving School Instruction Through Supervision".

Start: 9/92

End 6/93

Staff: Malik  
DDirs  
Fanslow

4.5.3 March Seminar hosted by the Textbook Board. Possible topic: "Instructional Material Needs for Overcrowded classroom and multigrade teaching situations".

Start: 9/92

End 6/93

Staff: Mobeen  
Akbar  
DDirs  
Robb

4.6 An action plan will be developed for making effective use of all the resources available for Primary Education, whatever their source (ADB or Donor). The Donor Coordination System will be maintained on a regular basis with a minimum of quarterly meetings of all donors associated with primary education. The system will identify current and potential donors (including private sector) to the primary education system; categorized by program/activity area, amount and nature of current and future funding.

Start: 9/92

End 6/93

Staff: Malik  
Darnell

Status: Action Plans for each activity area being developed with each TA. Community Support Program is planned and in process of implementation.

4.7 Community and Organizational development experiments will be completed. A plan for community involvement in education will be developed. The basic components of this plan will be community organization for establishing primary schools, promotion of female primary education, and pilot testing the concept of Home Schools in semi-urban areas and small towns. Coordinated efforts with NGOs will be in the supervisory and training capacities of the plan.

- 4.7.1 Complete pilot efforts in at least three divisions. The input required for this pilot phase will be for local technical assistance and cost of transportation. This support will mobilize the village community, by under-taking village-based assessment surveys, promotion and organization of village education committees for schools.

Start: 9/92

End 6/93

Staff: Mirza  
Sheik  
Quratul Ain  
Darnell  
Mushtaq

Status: Lorelai Pilot Implemented and 22 villages identified; 12 schools open; Secretary of Education endorsed and expansion into Zhob, Makran and Nasirabad Divisions.

- 4.7.2 Establishment of up to 25 Home Schools in cooperation with Habib Bank Trust. Provide technical assistance and transportation for mobilization of semi-urban communities; identification of Home School teachers; assessment of community; training of Home School teachers. Emphasis will be placed on building supervisory and promotional support, development of curriculum and instructional materials to provide equity with government schools, and continued monitoring and evaluation of the progress of Home Schools.

Start: 9/92

End 6/93

Staff: Mirza  
Sheik  
Quratul Ain  
Darnell  
Mushtaq

Status: 10 home schools established with Habib Bank funding support.

- 4.8 Female management positions in Primary Education will be established. At least 12 female District Education Officers (DEOs) will be established and qualified candidates will be recruited and provided skill training.

Start: 9/92

End 6/93

Staff: Malik  
Jaffar  
Darnell

4.9 A strategy for assessing the quality of performance of primary teachers and administrators in Balochistan will be designed. Assessment systems in other countries will be studied as a basis for planning a study in Balochistan and designing appropriate assessment tools. Requires TA support.

Start: 9/92

End 6/93

Staff: Malik  
Bhattacharjea  
Jaffar  
Darnell

Status: Consultant Bhattacharjea on board

4.10 An action plan to support private initiatives in Primary Education will be developed. A study of the feasibility of a private education foundation will be conducted. Plan will include recommended policy and administrative changes to facilitate implementation.

Start: 9/92

End 6/93

Staff: Ishaq  
Darnell

Status: Academic Committee Formed at Secretariat Level for Foundation. Habib Bank sponsoring the home schools program.

4.11 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.

4.11.1 Develop a long term staffing needs assessment and staffing plan. Develop job descriptions for all BEMIS posts. Develop rules governing appointment to all BEMIS posts.

Start: 7/92

End: 6/93

Staff: Qambri  
Sarfraz  
Valdes

Status: Staffing needs assessment and job descriptions complete. Service rules drafted and in process at S&GAD.



4.12 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.).

4.12.1 Prepare a plan for production of a series of reports aimed at decision-makers. Standard dissemination policies, procedures and recipients will be identified.

Completion date: July 1992

Start: 11/92

End: 9/93

Staff: Qambree

Sarfraz

Valdes

Bhattacharjea

Status: Training of BEMIS staff and analysis of existing BEMIS data in process. First reports scheduled for 12/92.

4.12.2 Complete analysis of Human Resource Survey (rural and far-flung) in cooperation with UNICEF. Prepare policy papers on the implications of the study and implement relevant action plans for teacher supply and distribution. Conduct seminars with relevant male and female policy makers to discuss action plans as part of implementation.

Completion date: Reports - September 30, 1992

Start: 11/92

End: 6/93

Staff: Junaid

Qazalbash

Bhattacharjea

Status: Data analysis initiated 11/92.

4.12.3 Distribute released data in the form of annual statistic books, profiles, and information papers.

Start: 7/93

End: 6/93

Staff: Qambree

Sarfraz

Valdes

Status: On schedule.

4.13 Three additional computer-based systems will be designed and implemented.

Completion date: June 1993



4.14 BEMIS cells will be established in 42 additional Division, District, and Directorate Offices for a total of 49 operational computer cells. 20 additional cells will be operational during 1992/93. Selected field sites will be intensively developed to serve as resource centers for remaining districts.

4.14.1 Establish 20 additional BEMIS field sites in District, Divisional, and Directorate offices.

Start: 9/92

End: 6/93

Staff: Qambri  
Sarfraz  
Valdes

Status: In process. 12 Computer operators trained in September. Facilities being prepared.

4.15 Plan and establish a Policy and Operations Research Cell within the office of the Director Primary Education. The cell will be responsible for planning and contracting out research studies in selected areas.

Completion date: June 1993

Start: 10/92

End: 6/93

Staff: Malik  
Darnell  
Bhattacharjea

Status: Plan for Cell structure and functions in process.

## 5. CONSTRUCTION

**BENCHMARK:** Primary education facilities will be increased and located more effectively to increase enrollment of targeted populations. Schools and classrooms constructed with PED resources will be part of an overall Provincial plan which will be coordinated with other construction programs such as ADP, MP Development Funds, World Bank etc. Seven activities relating to continuation and improvement of primary education construction program in Balochistan contribute to this benchmark:

5.1 Second Year of Contract with private A&E firm to assist the Director Primary Education and Director DCW.

Start: 9/92                      End: 6/93                      Staff: Secretary Education  
Malik  
Jogazai  
Bamjee

Status: Required evaluation of firm by committee headed by Secretary in process.  
Decision due by November.

5.2 60 primary schools will be constructed in locations where there is assurance by the responsible District Education Officer that there are at least 35 girls and boys in the age group 5-9 who have no other access to schools and that the location meets other site criteria. New construction will be 60% for female schools.

Start: 9/92                      End: 6/93                      Staff: Jaffar  
Mengal  
DCW  
Bamjee

Status: Proposed list of schools meeting criteria prepared and sent to Secretary Education.

5.3 140 additional primary school classrooms will be constructed in areas of severe overcrowding and/or where children attend classes in shelterless areas. At least 60% of the construction will be for female education.

Start: 9/92                      End: 6/93                      Staff: Jaffar  
Mengal  
DCW  
Bamjee



## 6. TEACHER SUPPLY, TRAINING, AND SUPERVISION

**BENCHMARK:** The short and long term supply and quality of teachers will be expanded through the following activities:

**6.1** An accelerated teacher training program will be launched throughout the province to train approximately 4,000 untrained working primary teachers.

Completion date: Ongoing

**6.1.1** Conduct two 3-month training cycles per year in 80 training centers in Summer Zone (1) and Winter Zone (1) areas to 50 untrained teachers in each center.

Cycle 1

Start: 07/92

End: 09/92

Staff: Shaw  
Malik  
Anwar  
Robb

Status: On-going

**6.1.2** Monitor training sites in each zone area during each of the training sessions. A series of visits by CB-Education Corp, Supervisors/Learning Coordinators, to all sites will be conducted.

Cycle 1

Start: 07/92

End: 09/92

Staff: Shaw  
Malik  
Anwar  
Robb

Status: On-going

**6.1.3** Evaluation of each Zone Training will be conducted by Education Corp and PED personnel to consider (1) design of program, (2) effectiveness of lessons, (3) effectiveness of Master Trainers, (4) logistics. Results of one Zone evaluation will impact the content and revisions of the training materials for the next Zone.

Cycle 1

Start: 07/92

End: 09/92

Staff: Shah  
Malik  
Anwar  
Robb

Status: On-going

6.1.4 Preparation of Winter Zone Materials will be completed for Master Trainers.

Start: 09/92

End: 11/92

Staff: Shah  
Malik  
Anwar  
Robb  
Fanslow

Status: On-going

6.1.5 Conduct Training of Master Trainers Workshop for Winter Zone training of untrained teachers, to include training of Learning Coordinators for use as the Education Corp responsible for the accelerated teacher training program.

Start: 10/92

End: 11/92

Staff: Shah  
Malik  
Anwar  
Fanslow

Status: On-going

6.1.6 Monitoring of Summer Zone "Trained Teachers" will be conducted in pilot sessions to consider training program effects upon classroom teaching behaviors.

Start: 10/92

End:

Staff: Shah  
Malik  
Anwar  
Fanslow  
Staff

Status: On-going

6.1.7 Complete preparation of Summer Zone II materials for Master Trainers.

Start:

End: 04/93

Staff: Shah  
Malik  
Anwar  
Fanslow

Status: On-going

- 6.1.8** Conduct Training of Master Trainers Workshop for Summer Zone II training of untrained teachers, to include training of Learning Coordinators for use as the Education Corp responsible for the accelerated teacher training program.

Start: End: 05/93

Staff: Shah  
Malik  
Anwar  
Fanslow

Status: On-going

- 6.1.9** Monitor Winter Zone "Trained Teachers" in pilot sessions to consider training program effects upon classroom teaching behaviors.

Start: End: 06/93

Staff: Shah  
Malik  
Anwar  
Fanslow

Status: On-going

- 6.2** Development of 5 year training plan for professional employees of Bureau of Curriculum & Extension and begin Year #1 of the plan for Staff Development.

Status: On-going

- 6.2.1** Conduct a series of week-long in-service workshops focusing on Child Growth and Development for Primary Educators. Participants to include professional staff from the Bureau of Curriculum, teachers, supervisors, and other education personnel.

Start: 04/93 End: 06/93

Staff: Malik  
Anwar  
Fanslow

Status: On-going

- 6.3** Mobile Female Teacher Training shall focus initially on insuring that posts are sanctioned for all trainees of the 1991-1992, and that appropriate sites for rural primary female schools are selected, and schools opened. Additional training will occur according to the posts sanctioned for 1992-1993.

Status: On-going

**6.3.1** A detailed plan for monitoring sites and assessing training of 1991-1992 MFTT graduates in their sanctioned posts will be completed in coordination with community involvement initiatives. In addition, an in-service training scheme will be developed to support all MFTT graduates once they are teaching in their assigned posts.

Start: 12/92

End: 02/93

Staff: Yousaffi  
Ijaz  
Fanslow

Status: On-going

**6.3.2** Follow-up of the 1991-92 MFTT teacher sites. Ensure that floating teaching posts are sanctioned.

Start: 09/92

End: 11/92

Staff: Anwar  
Mirza  
Fanslow

Status: On-going

**6.3.3** Private Candidacy Program for upgrading all 8th grade pass working teachers from MFTT shall be developed and implemented, according to the directives of the CM in his Feb.1992 memo.

Start: 09/92

End:

Staff: Anwar  
Ayesha  
Fanslow

Status: On-going

**6.4** Media Campaign-Social Marketing activities will continue as planned with a joint PED-UNICEF effort.

Status: On-going

**6.4.1** The Advisory Committee for Media shall continue its efforts to maintain the consistency and quality of the radio messages and broadcasts.

Start: 04/92

End:

Staff: Anwar  
Malik  
Quratul Ain  
Fanslow

Status: On-going

**6.4.2** Monthly media messages shall continue during the year 1992-1993.

Start: 04/92

End:

Staff: Anwar  
Malik  
Quratul Ain  
Fanslow

Status: On-going

**6.5** Asian Development Bank Teacher Training Project liaison coordination activities shall be maintained to insure maximum utilization of human and financial resources in efforts to improve primary teacher education in Balochistan.

Status: On-going

Staff: Abbasi  
Anwar  
Malik  
Darnell  
Fanslow

**6.6** Two Study Tours for teachers, teacher trainers, and officials to Malaysia, Indonesia and/or other appropriate locations shall take place. Participation will be equal numbers of men and women.

Status: One planned for 04/93, the other 08/93

Staff: Anwar  
Robb  
Fanslow

**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 GTTCs.

Status: On-going

6.8 Primary Teacher Training Revision efforts will be started to enable Faculty of GTTC to begin to prepare themselves for pre-service teacher training in 1994. Requires TA support.

Start 09/93

End:

Staff: Abbasi  
Anwar  
Malik  
Fanslow

Status: On-going

## 7. INSTRUCTIONAL MATERIALS

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

**7.1** An Instructional Materials Development and Training Cell will be established, consisting of appropriate personnel and components in instructional materials development and writing, formative evaluation and criterion reference testing, materials production, and special projects. Staff will be attached to the cell from the school cadre.

Completion date: November 1992

**7.1.1** Establish organizational framework and goals and responsibilities for each component

Start: 06/92

End: 8/92

Staff: Shah,  
Robb,  
Malik,  
Anwar,  
Akbar

Status: Completed

**7.1.2** Attachment of subject specialists (one male and one female) from the Bureau of Curriculum to work as core personnel in the Cell

Start: 07/92

End: on-going

Staff: Shah,  
Robb,  
Anwar,  
Ramzan

Status: 2 attachments completed,  
others to follow

**7.1.3** Training of cell personnel in NWFP to observe and learn about IMDC operations in that province

Start: 08/92

End: 09/92

Staff: Shah,  
Ramzan,  
Ali,  
Gulzar

Status: Completed

7.1.4 Training workshops for staff and subject specialists conducted by PED technical advisers and outside consultants

Start: 09/92                      End: on-going

Staff: Shah,  
Robb,  
Ramzan

Status: Initial computer training for five personnel completed, other is on-going

7.2 Instructional materials will be developed for Kachi (pre-literacy and pre-numeracy) as a result of needs established by teachers from pilot schools. Special focus will be given to multi-age and multi-grade learning conditions. In coordination with UNICEF.

Completion date:    On-going

7.2.1 Evaluation feedback collected and analyzed from participating pilot schools with regard to pre-literacy materials

Start: 05/92                      End: 10/92

Staff: Shah,  
Ramzan,  
Ali,  
Gulzar

Status: Completed

7.2.2 Redesign of pre-literacy materials, small group testing of revisions, and final form of materials to be developed

Start: 09/92                      End: 11/92

Staff: Shah,  
Ramzan,  
Ali,  
Gulzar

Status: Completed

7.2.3 Preparation of camera-ready-copy of pre-literacy materials, ready for printing

Start: 09/92                      End: 11/92

Staff: Ramzan,  
Ali,  
Gulzar

Status: Started

7.2.4 Identification of types of materials to teach pre-numeracy skills, development and testing of those materials, preparation of materials into final form

Start: 09/92

End: 6/93

Staff: Ramzan,  
Shah,  
Ali,  
Gulzar

7.3 A plan for skill development of existing personnel of the Textbook Board will be implemented.

Completion date: June 1993

7.3.1 Provide training in the following areas: interpretation of curriculum, writing and editing, technical writing, pre-testing and evaluation, design & layout, and computer use and applications.

Start: 11/92

End: on-going

Staff: Robb,  
others  
TBA

Status:

7.3.2 Assist in identification and acquisition of resource library materials.

Start: 05/92

End: on-going

Staff: Robb,  
Akbar,  
Tehsin

Status: on-going

7.3.3 Assist the Textbook Board in reviewing and revising their management, organization, and budgeting procedures.

Start: 07/92

End: 03/93

Staff: Robb,  
Qasam,  
Ramzan,  
Akbar

Status: started



7.6.1 Purchase equipment and supplies for the instructional materials development and writing component.

Start: 1/93

End: 6/93

Staff: Robb,  
Jaffer,  
Malik

Status:

7.6.2 Purchase equipment and supplies for the Desktop Publishing and Production component.

Start: 1/92

End: 1/93

Staff: Robb,  
Jaffer,  
Malik,  
UNICEF

Status: One system purchased by BOG, one system purchased by USAID, two systems requested from UNICEF

7.6.3 Purchase equipment and supplies for the Formative Evaluation and CRT component.

Start: 1/93

End: 6/93

Staff: Robb,  
Jaffer,  
Malik

Status:

7.6.4 Purchase equipment and supplies for the Training Room.

Start: 1/93

End: 6/93

Staff: Robb,

Jaffer,  
Malik

Status: