



## Primary Education Development Program

### QUARTERLY REPORT TWELVE

For the Period 1 October through 31 December 1992

#### OVERVIEW

This report covers activities in both provinces during the twelfth 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

Successful Mid-year Progress meetings were held in both provinces in December. In NWFP the Sub-steering Committee, chaired by the Secretary of Education, approved the shifting of funding for 26 employees from the technical assistance funds to the PLA and approved a method and pro-forma for engaging employees from outside the department on a contract basis for a limited period of time (six months, extendable). Additional funds to cover these personnel costs were added to the Annual Work Plan budget.

The TA team and Director of Primary Education were also requested to notify the Additional Director of Finance of the need for such additional permanent positions as needed in the Directorate caused by the shifting over of more responsibility from the TA team to the Directorate staff, as the USAID-funded technical assistance is phased down over the next 18 months.

In addition, in NWFP some activities in the Work Plan were deferred until the next fiscal year and one was dropped entirely.

The usual Purpose Level Monitoring (PLM) report for both provinces was prepared and discussed by the USAID Project Manager and the COP at a PDM meeting, chaired by the Deputy Mission Director, in USAID offices in Islamabad. All issues were amicably resolved at the meeting.

A most helpful three-day retreat of USAID/HRD and the TA staff was held in Islamabad to review program progress, problems, and programming issues for immediate attention and programming for the remaining period of the contract. A previously overlooked element of work, the training of construction engineers and their field staff, was discussed and agreement reached that a training program would be designed by USAID Engineering staff and implemented by the TA team.

#### **Management and Administration:**

A successful study tour, led by Dr. Richard N. Cowell of six primary education officials, to BRAC (Bangladesh) and to Thailand to study community support for primary education was completed, a follow-up seminar to the tour held, and implementable recommendations from the participants were submitted to the Education Department.

Twelve Balochistan education officials, led by Dr. Janet Robb, participated in a study tour to Egypt and Jordan to study the organizational structures and methods used there to support changes in instructional materials and curriculum.

#### **EMIS**

Using data from a new one-page easy-to-administer school census questionnaire, staff entered, cleaned, and compiled the fall 1992 NWFP Annual School Census data, thereby allowing comparisons to be made with the '91/92 data and the calculation of such important information on school efficiency as dropout ratios, and grade repetition by grade, gender, district and sub-district.

Both the Balochistan and NWFP Annual School Census reports were completed on schedule this year. In NWFP, the EMIS cell is also inputting data from the more complex NEMIS data gathering effort in the province, as a means of helping NEMIS with their more ambitious effort.

#### **DONOR COORDINATION**

The NWFP Performance and Resource Monitoring system (Activity 4.6.3) has been completed, reports from each donor supported project for the first quarter of FY '93/94 entered and reported on, and the reports submitted to the Secretary of Education and his planning staff.

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

The final report of the Teacher Content Knowledge Study for pre-and in-service teachers was prepared and distributed in November, as scheduled. This report will serve as the lever to begin preparing and implementing changes in both pre and in-service teacher training programs in the province.

## **INSTRUCTIONAL MATERIALS**

A two-week test development workshop, with attendance from all the provinces, the Federal area, and officials of the Curriculum Wing was held at the Wing in Islamabad, as a beginning impetus to developing an educational assessment program in each province. The program would be modelled after the Northwest Educational Assessment Program (NEAP) and serve as the primary/elementary component of a National Education Testing Service, under development by the MOE.

In NWFP teachers, ASDEO's, Learning Coordinators in the districts of Chitral, Swat, Dir, Manshera, Nowshera, Kohat, Bannu, Lakki and members of the IMDC staff participated in testing kachhi pupils' achievement in math/science and Urdu or Pashto. Results of the achievement testing of the children, teacher observations, and interviews will be fed back to the participating teachers, their supervisors, other district officials, and the Directorate headquarters, as has been done previously.

Final testing of Kachhi instructional materials was completed in Balochistan, resulting in 104 flash cards for Urdu characters, 44 tambola game cards and game pieces, and two teacher pamphlets explaining how to use the materials.

A workshop in layout and design for 24 specialists from the Balochistan Textbook Board, Curriculum Bureau, and BIMDTC staff was conducted and the first workshop to plan and design a textbook reform project in Balochistan was held. The consensus report on what the province planned to undertake and achieve by way of this project was prepared and will be presented to the Curriculum Wing in January '93.

Extension of the School Improvement Program (SIP), introduced to the two districts of Bannu and Swat in the last quarter, to the remaining eight districts participating in the field test had to be deferred until the 13th quarter. 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.

The design of a pilot program to use interactive radio to teach English to teachers and pupils in NWFP was completed, staff secured and trained, the first five lessons prepared and tested, and a videotape showing the program in use was made for demonstrating the program to interested audiences.

## WORK PLANS 1992/93

### 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: Data on second quarter achievement will be gathered in February '93.

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 subcontract 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: Deferred until the next quarter.

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 quarter.

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: Deferred until the next quarter.

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: Deferred until Committee chairperson, Ms Bhatti, head of the Curriculum Bureau, calls a meeting of the Committee.

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

Start: 9/92                      End: 9/92

Status: Deferred until Committee meets.

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

Start: 10/92                      End: 10/92

Status: Deferred until the next quarter.

d) Execute plan.

Start: 11/92                      End: ongoing

Status: Deferred.

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 PC1s.

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: Deferred until next quarter.

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.



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 1992-93 school census for all schools (government and non-government) with primary classes

Start: 01/10/92

End: 30/11/92

Status: Completed on schedule.

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: Completion extended until the middle of the next quarter.

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 expected by 30/3/93.

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:

#### 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

b) At the district level

Start: 1/2/93      End: 30/6/93

Status: System designed, adapted, and staff trained in one district to implement it. Implementation begun.

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: On-going, as required

#### 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: Awaiting decision to proceed or desist from Education Department officials.

#### 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:

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

Start: 7/93                              End: 9/93

Status:

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:Data collection instruments prepared, tested, and sent to respondents.

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:Will be undertaken in the next quarter

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

Status:

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:

d) disseminate priorities widely

Start: 1/1/93      End: ongoing

Status:

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:

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: Continuous as planned

b) include women in computer training, system analysis, data analysis for all EMIS components

Start: when new tranche of computers have arrived

End: when all computers are installed

Status:

c) 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

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 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: This activity was discussed at the Dec Mid-Year Progress Review. 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:

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: 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: deferred until next quarter

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: 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:

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:Deferred until Jan/Feb '93

b) Training workshop for ADEOs, ASDEOs/development

Start: 15/2/93

End: 15/2/93

Status:Deferred until Feb/Mar '93

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 DDAC 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	1887-1500	30/6	Sites selected for all primary schools
5.3.2 Girls schools	85	30/6	Sites for 54 have upgraded to middle been selected
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	53	30/6	Sites being selected primary schools However severe flood damage to schools will require new targets and a plan if funds are made available
5.3.6 Classrooms added	2997	12/92	Sites selected for all new schemes
5.3.7 Directorate	1	6/95	Contract for design office ready to let after vetting by legal office
5.3.8 DEO/SDEO offices	3	30/6	Scheme approved for three offices at D.I.Khan, Bannu, and Karak. Estimates from Dir awaited
5.3.9 Staff quarters	1 set	30/6	Work progressing as Dabgari Gate GCET planned
5.3.10 Open Mosque	1000	30/6	Administrative approval schools issued. SNE for posts submitted.
5.3.11 DCW est. in	1	12/92	Processing of the Directorate scheme at final stages
5.3.12 Classrooms,	1	30/6	Estimates from C&W storage room, hall awaited added to EEC Abbottabad
5.3.13 Teacher Resource	1	30/6	" " " Bureau offices in Peshawar

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: Preliminary data gathered

b) Create revised plan.

Start: 10/92

End: 10/92

Status: Second draft quantitative aspect of plan completed

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: Awaits correction of data from census

d) Carry out these actions.

Start: 12/92

End: ongoing

Status: Awaits completion of final draft of plan

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: Committee deliberations complete except that new information, rules, regulations, etc keep being discovered requiring inclusion and further deliberation

b) Present recommendations to relevant authorities for approval.

Start: 9/92

End: 10/92

Status: Will be accomplished in early '93

c) Organize actions to be taken.

Start: 11/92

End: 11/92

Status: Awaits actions listed above

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: 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

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:

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: Not done. Deferred until next quarter

b) Implement plan.

Start: 10/92    End: ongoing

Status: Deferred

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:

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 useful in teaching. In concert with the IMDC staff and several excellent Pakistani teachers, the product specific skills needed to teach the IMDC materials. The Curriculum and Instructional materials

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

Start: 11/92

End: 12/92

Status: Deferred until materials completed, sometime in the next quarter

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.

Start: 7/92

End: 7/92

Status: Data analysis not complete until late September.

b) Write final report.

Start: 9/92

End: 9/92

Status: Completed

c) Constitute committee to plan revisions in pre-service programs and create action plan.

Start: 10/92

End: 11/92

Status: Deferred until Miss Bhatti, head of the Bureau, and in-charge of the GCETs can be free to constitute a Committee, probably next quarter.

d) Conduct action plan in all GCETs.

Start: 12/92

End: ongoing

Status:

e) Evaluate revisions, and re-plan 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: Completed

b) Arrange appropriate placements for all participants.

Start: 8/92

End: 8/92

Status: First tour arrangements made. Remainder will wait until the next quarter.

c) Conduct tours and M.A. degree programmes.

Start: 9/92

End: ongoing

Status: First tour conducted successfully.

d) Specify needs for tailor made courses and round 2 study tours.

Start: 9/92

End: 9/92

Status: Will be done in the next quarter

e) Choose participants for tailor made courses and round 2 study tours.

Start: 10/92

End: 10/92

Status: Completed

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: Completed

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: 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: Deferred until early January '93 because of the necessity to train PEP II Lcs

d) Train 721 Learning Coordinators.

Start: 11/92

End: 1/93

Status: Scheduled to be accomplished in next quarter

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, Manshera, 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: Proceeding on schedule

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: 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, Manshera, 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: Completed

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:

g) 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 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:

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:

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 in test schools

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 manipulatives 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 sought for each.

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

Start: 11/92

End: on-going

Status: Deferred until next quarter at the request of the Textbook Board

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 manipulatives in language development and mathematics instruction for beginning classes in the experimental schools of Bannu, Lakki, Swat, Chitral, Dir, Manshera, Mardan, Kohat, Nowshera, and Peshawar.

Start: 4/93

End: on-going

Status:

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: Deferred until the next quarter

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 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: Now scheduled for Feb 1993

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 made

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

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: Successful preliminary pre-pilot program completed in this quarter (see 7.10 below)

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



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: Job descriptions and training requirements defined. First training for SDEOs scheduled for 4/93.

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: 6/93                      Staff: Malik  
Fanslow  
Jilani  
Noel

Status: ongoing

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 4/93.

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 4/92

**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) were completed during October/November 1992. Information utilization - BEMIS Series for different staff levels in preparation for March-May 1993.

**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 completed 11/92 due and Participants selected - 1/93. Required TOEFL Testing completed early December.

**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                      Staff: Malik  
All TA

Status: Student Centered Learning and Instructional Materials Design Seminar Series effectively completed in Nov/December (three workshops) Using information to manage instruction (senior staff) scheduled for March/April 93. Fiscal Management for SDEOs and DEOs scheduled for April 93.

**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. This plan is to be integrated with SAP plan due February 20, 1993

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



**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.

**4.11.2** Appointments of GoB personnel to all existing BEMIS posts in central and field offices. Design and implement appropriate in-country training and short term study tours for these staff.

Completion date: June 1993

Start: 7/92

End: 6/93

Staff: Qambree  
Sarfraz  
Valdes

Status: 9 existing BEMIS posts still vacant. Ten-day refresher training for all existing field staff completed in coordination with NEMIS 10/92. Training of BEMIS staff in data analysis initiated 11/92. Candidates for study tours identified 10/92.

**4.11.3** While long term appointments are finalized, hire short term local consultants to carry out BEMIS operations.

Completion date: Effective Immediately

Start: 7/92

End: 6/92

Staff: Qambree  
Malik  
Darnell  
Valdes

Status: Program Associate and one additional short term consultant hired to oversee BEMIS operations. Education Department has contracted data entry.

**4.11.4** Continue School Census data collection and processing activities. Implement standard, documented procedures for data entry, validation, editing, and production of basic outputs.

Completion date: Fall Census - Dec. 1992; Spring Census - May 1993

Start: 7/92 End: 6/93 Staff: Qambree  
Sarfraz  
Qazalbash  
Valdes  
Siddique

Status: On schedule

**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 1993  
Start: 11/92 End: 6/93 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: DR. Andrea Rugh will analyze the rural and far-flung data. Semi-Urban is complete.

**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

**4.13.1 Financial Management System will be developed, procedures standardized, necessary staff obtained and system operating in parallel to existing system for a full year. A local accounting firm will be hired to work with GoB on system design and development. Province will provide information on past and current expenditures as required by PIL 8.**

Start: 7/92

End: 6/93

Staff: Malik  
Jaffar  
Qasim  
Acct Firm

Status; Basic PLA and SNE reporting systems complete. TOR for private firm not prepared.

**4.13.2 Donor Coordination System will be designed, implemented, and tested. (See Activity 4.6 above.)**

Start: 7/92

End: 6/93

Staff: Malik  
Darnell  
Mushtaq

Status: Manual System Operational

**4.13.3 Construction Tracking System will be designed, implemented and tested by the A&E firm.**

Start: 12/92

End: 6/93

Staff: Jogazai  
Bamjee  
Jaffar

Status: Not Started

**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. 9 new sites opened in October-December. No further sites can be opened until USAID promised computers arrive.

**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 drafted. SNE for FY 93/94 will include positions.

## 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 in the following tasks:

- Supervision of all Primary School construction in Balochistan
- Maintenance and repair of existing primary schools including development of plan and assessment of physical requirements of targeted schools (400 in 1992/93).
- Planning and design assistance on an as-required basis. This assistance includes but is not limited to development of alternative designs for primary schools and development of criteria for design selection, construction quality and suitability of sites for construction.

Start: 9/92

End: 6/93

Staff: Secretary  
Education  
Malik  
Jogazai  
Bamjee

Status: On recommendation of the evaluation committee, the steering committee in their meeting held on December 13, 1992, agreed to renew the contract of M/S Engineering Consultants (A/E firm) for another year with conditions.

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: The approved list of school sites have been submitted to A/E firm to prepare design bills of quantities, estimated cost, packing of school sites in co-ordination with the respective divisional Engineers and bid document. The construction work on sites will Start after the required funds are received in the PLA Account by the Additional Director, Primary Education Development Program, Quetta.

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

Status: The approved list of school sites have been submitted to A/E firm to prepare design, bills of quantities, estimated cost, packing of school sites in co-ordination with the respective Divisional Engineers and bid document. The construction work on sites will Start after the required funds are received in the PLA Account by the Additional Director, Primary Education Program, Quetta.

5.4 15 girls' and 15 boys' primary schools will be upgraded to middle schools in areas where middle school opportunities do not exist for girls and where class 4 and 5 enrollment is enough to justify provision of the higher level of schooling.

Start: 9/92

End: 6/93

Staff: Jaffar  
Darnell  
DCW

Status: The approved list of school sites have been submitted to A/E firm to prepare design, bills of quantities, estimate cost, packing of school sites in co-ordination with respective Divisional Engineers and bid document. The construction work on sites will Start after the required funds are received in the PLA Account by the Additional Director, Primary Education Development Program, Quetta.

5.5 200 existing primary schools and primary sections of middle and high schools will be repaired.

Start: 9/92

End: 6/93

Staff: Jaffar  
Jogazai  
Bamjee

Status: The approved list of 225 school sites for repair and maintenance have been submitted to the consultants for physical condition survey and preparation of drawings, bill of quantities and cost estimates.

5.6 Commodities support. Provide furniture for 60 new primary schools, 140 additional classrooms, and 30 newly upgraded middle schools.

Start: 9/92

End: 6/93

Staff: Jaffar

Status: After completion of construction at approved sites and with the availability of funds from USAID, the commodity supports will be provided to the schools.

**5.7** Architectural design, tender and contract for construction of Primary Education Directorate Offices and Resource Center will be completed.

Start: 9/92

End: 6/93

Staff: Malik

Darnell

Bamjee

DCW

Estimated cost: Total- Rs 100,000,000  
1992/93 - Rs 50,000,000

Status: Land for construction of Primary Education directorate has been purchased and funds deposited with the Deputy Commissioner/Collector District Quetta. The formalities for transfer of land in the name of Directorate of Primary Education are in process. Possession of the land is awaited.

- o The draft contract agreement for the Directorate of Primary Education Building has been prepared and approval from the competent authority is still awaited.
- o Approval of newspaper notice for pre-qualification of consultants for designing of the building for the Directorate of Primary Education Quetta, Balochistan, has been approved by the steering committee in their mid-year review meeting held on December 13, 1992. The approval for the grant of permission to advertise in the newspaper from the Secretary, Government of Balochistan, Education Department is still awaited.

Status: Land purchase agreed to and draft TOR for architect under review.

## **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 8,000 untrained working primary teachers.

Completion date:

**6.1.1** Conduct two 3-month training cycles per year in 40 training centers in Summer Zones and 40 in Winter Zones each year to 50 untrained teachers in each center.



This could include training of Learning Coordinators to assist the Education Corps responsible for monitoring the accelerated teacher training sites.

Start: 04/93

End: 05/93

Staff: Shah  
Malik  
Anwar  
Fanslow  
Staff

Status: On-going

6.1.6 Monitoring of Winter Zone "Trained Teachers" will be conducted at a sample of sites to consider training program's effects upon classroom teaching behaviors.

Start: 04/93

End: 08/93

Staff: Shah  
Malik  
Anwar  
Fanslow  
Staff

Status: On-going

6.1.7 Complete preparation of Winter Zone (Cycle 3) materials for Master Trainers.

Start: 10/93

End: 11/93

Staff: Shah  
Malik  
Anwar  
Fanslow

Status: On-going

6.1.8 Conduct up-grade Training of Master Education Corps responsible for Master Trainers Workshop for Winter Zone (Cycle 3). This will be based on feedback received from activities described in 6.1.3 and 6.1.6 above.

Start: 04/93

End: 05/93

Staff: Shah  
Malik  
Anwar  
Fanslow

Status: On-going

6.1.9 Monitoring of Summer Zone "Trained Teachers" will be conducted at a sample of sites to consider the training program's effects upon classroom teaching behaviors.

Start: 04/93

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, members of the Education Corps, primary teachers, supervisors, and other education personnel.

Start: 04/93

End: 06/93

Staff: Malik  
Anwar  
Fanslow  
Consultant

Status: On-going

6.3 Mobile Female Teacher Training shall focus initially on insuring that posts are sanctioned for all trainees of 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: Yousufi  
Ijaz Ahmed  
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.

(Note: While it was anticipated that many of the women with a middle pass would need assistance in reaching a matric pass, many have already received their matric by sitting the exam after private tutoring.)

Start: 09/92

End: (on-going)

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: (on-going)

Staff: Anwar  
Malik  
Quratulain

Fanslow

Status: On-going

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

Start: 04/92

End: (on-going)

Staff: Anwar  
Malik  
Quratulain  
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 improvement primary teacher education in Balochistan.

(Note: To date the opportunity for this liaison has never occurred and no opportunity is on the horizon.)

Staff: Abbasi  
Anwar  
Malik  
Darnell  
Fanslow

Status: On-going

6.6 Two Study Tours for teachers, teacher trainers, and officials to Korea and the Philippines to study historic and current trends and practices in teacher training shall take place. Participation will be equal numbers of men and women.

Status: One planned for 04/93 -- Korea, Philippines  
One planned for 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  
First purchases made 12/92

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 03/93

End: 08/94

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 8/92. Proposal submitted for four additional attachments; two for formative evaluation, one translator, and one illustrator.

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. Training workshop on Page Design & Layout conducted for 24 persons from the Textbook Board, Bureau of Curriculum, BEMIS and BIMDTC in Nov. 1992.

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: 12/92

Staff:

Ramzan,  
Ali,  
Gulzar

Status: Completed Tenders for printing of materials written and ready for publication.

**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

Status: Scheduled to Start 2/93

**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: Provided one-day workshop on Page Design and Layout. Nov. 1992

Training slots approved for four Textbook Board subject specialists for three months in US.

**7.3.2 Assist in identification and acquisition of resource library materials.**

Start: 05/92

End: on-going

Staff: Robb,  
Akbar,  
Tehsin

Status: Started 12/92

**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: Distribution Study underway 12/92, to be completed March 1993.

**7.4** A plan for skill development of the existing personnel of the Bureau of Curriculum will be implemented with regard to development of instructional materials.

Completion date: June 1993

**7.4.1** Attach subject specialists for two years to the operations of the Instructional Materials Development and Training Cell.

Start: 07/92

End: on-going

Staff: Robb,  
Ramzan,  
Shah

Status: two subject specialist attached, others to follow  
One day workshop on Page Design & Layout, 11/92.

**7.4.2** Provide a training base for the proposed resource centers.

Start: 08/92

End: on-going

Staff: Robb,  
Ramzan,  
others

Status: Training opportunities Started, however, resource centers may have been delayed (ADB project).

**7.5** Study tour of curriculum development and evaluation systems of other countries (Egypt & Jordan).

Completion date: November 1992

Start: 08/92

End: 11/92

Staff: Robb,  
Ansari

