

PRIMARY EDUCATION DEVELOPMENT PROGRAM
(PED)

PD-ABU-515

112244

QUARTERLY PROGRESS REPORT 4

October 1, 1990 to December 31, 1990

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PRIMARY EDUCATION DEVELOPMENT PROGRAM

QUARTERLY REPORT FOUR

For the Period October 1 through December 31, 1990

OVERVIEW

This report covers activities in both provinces during the fourth quarter of the contract period. As was true during the first three quarters, the majority of activities were centered on following up program activities begun then or on beginning planned activities that had been delayed.

This overview briefly summarizes the Annual Plan activities to which primary emphasis was given in this three-month period. The summary is followed by the Master Work Plan for each province in which the status of each task is updated as of December 31.

Administrative Matters

• **Master Work Plans/Individual Resident Advisor Work Plans**

As called for in the TA contract, these two sets of Master Work Plans (one for each TA team) were developed and submitted to USAID in October, after preliminary discussion and agreement with USAID as to format. Each presents a task breakdown of the Provincial Annual Work Plan activities, assigns a begin and end date for each, and names the TA team member and counterpart who are responsible for accomplishing each, when known.

No feedback on the content of either the Master Plans or the individual work plans has yet been received from USAID. Both USAID and the COP assume the regularly updated Master Work Plans will be suitable as an important reporting tool on program progress.

• **Mid-Year Progress Reviews**

As planned, a mid-year progress review was held in each province --- on December 12 in Quetta and December 16 in Peshawar. USAID will provide feedback to the contractor and the Pakistanis.

• **Personnel**

Balochistan. The assignment for long-term Teacher Training Specialist, Pat Emerson, was terminated on 17 December 1990. Because the period prior to termination was non-

productive, much of the work planned for the teacher supply and training component is behind schedule. The search for a replacement is being conducted by Creative Associates.

- **Facilities**

Balochistan PED Office: USAID/HRD approved leasing a building to supplement office space provided by the Government of Balochistan. Building C-11 in the Railway Housing Society was obtained by USAID. After extensive renovation, the program team and counterparts moved into this facility in November. This building also serves as the Balochistan Education MIS (BEMIS) computer center. The office lacks telephones as of the time of this report. Communication is by radio only.

NWFP PED office was established within the Directorate of Primary Education Building in Hyatabad. Once the full headquarters staff for the Primary Directorate is on board, another office will have to be secured to house the 119 staff plus the TA.

Balochistan residences for the TA Team. The Team Leader residence became available in November. With the concurrence of Chief USAID/HRD Islamabad, the residence for the Teacher Training and Supply TA position is being retained by the program until a replacement arrives. In the interim, it is being used as a residence for short-term consultants. Dr. Nek Buzdar is scheduled to use it until January 24th. Mr. Dennis Martin is scheduled for February.

Balochistan. A request for an additional vehicle required for short-term consultants and TA Team field travel was denied by USAID because the GOB should supply any additional vehicles needed from their PED sector grant. Inability of GOB to provide vehicles is a problem. GOB will not purchase large 4WD transport (Pajero/Land Cruiser) because provincial ministers take them from the program.

NWFP may well have the same problem in the next quarter when field work will increase dramatically.

Program Issues

Balochistan EMIS. Javed Quereshi was removed as candidate for director of the Balochistan Education Management Information System and was replaced by Fahim Akbar, short-term consultant.

The BEMIS computer center became operational on November 10, 1990. Five 286 and two 386 machines, supplied by the Government of Balochistan (GOB), are installed in the newly renovated quarters supplied by USAID. The problem of an unpredictable electrical supply should be overcome soon since a 30 kw generator has been supplied by USAID. Installed on December 12th, the generator is inoperable due to a defective control panel. USAID indicated to the GOB that it will be repaired quickly.

Data gathering for the fall school census called for under the national plan was completed in December. Data are in from 18 of 20 districts (6000 schools). Two districts (Quetta and Dera Bugti) require follow up. The census contains detailed information on enrollment, facilities and teachers for all schools of all types (Government, private, mosque, military) at all levels (Kacchi-10th). A spring school data collection is scheduled for early March in the warm areas and early May in the colder areas.

NWFP EMIS. Data gathering for the annual school census began in December and should be complete by mid-January. A validation study will be conducted in February using a 10% random sample of schools. As in Balochistan, the school census will be completed for all k-10 schools in the province.

A tender was prepared and floated and responses have been received for the purchase of seven computers by the Directorate. It is anticipated that the purchase will be made in early January. Another tender for data entry of the school census data has been prepared to float in early January.

To begin with, the Directorate computers will be installed in the computer training center (in one of the Directorate buildings with the EMIS staff). Once the USAID computers arrive, the NWFP computers will be transferred to administrative uses by top staff, who will receive computer training, as needed.

Balochistan Human Resource Survey (HRS). Phase I is complete and computerized for all semi-urban villages in Balochistan. An initial report that examines the first 300 villages has been completed (12/90) by Dr. Andrea Rugh. A more complete analysis will be completed next quarter. Phase II of the Human Resource Survey is scheduled to be implemented in early March. Tenders for printing will be requested in January 1991.

NWFP HRS. All questionnaires were printed and ready for use in July 1990 but Phase I has been stalled since then because of the Directorate's lack of access to money to pay TA/DA. When that problem was solved, the larger problems involved in operationalizing the establishment of the Directorate and the school census preempted the time and attention of those responsible for conducting the survey. It is now anticipated that the survey will begin early in the next quarter.

Balochistan. The team has been designing a financial management system which will later be adapted for use in the NWFP. Phase I development is completed and the system is now operational. It gives the Department of Education the capacity to monitor financial obligations as well as expenditures, thereby facilitating the process of planning and accountability.

During the next quarter, efforts to transfer the technology to NWFP will be initiated. Mr. Shah Jahan Khan, Director Primary Education (effective 1/1/91) has reviewed the system and encourages its adaptation to NWFP requirements.

The Balochistan team has also been developing a performance management system for use in both provinces. The system is designed to track program activities, monitor performance and relate development to financial expenditures. Further development (beyond design stage) is awaiting specialized software from the USA which was due on 12/17/90 (delayed in transit).

Balochistan. A computerized donor coordination system will be developed jointly by PED and UNICEF. The system is still in the conceptual and design stage. Initial planning meetings involving all donors are scheduled for late January. Once designed, the system will be used in both provinces.

Balochistan. Balochistan has ordered the creation of divisional-level education offices. This order became effective in October. Concurrent with this action, Mr. Nek Buzdar, consultant, began a two-phase study of educational decentralization. The results of Phase I will be available in February 1991.

Balochistan. Planning is underway for a Primary Education demonstration program at the annual Sibi festival as a means of promoting primary education in the province. It also appears as though PTV will feature the event. Promotion of literacy, primary education and respect for the primary teacher will be combined with a demonstration of the BEMIS computers and information capability.

Balochistan. Mobile Female Teacher Training. The first cycle of training began in Khanozai and Panjgur on December 8th and 24th. Forty-one trainees began a two-month intensive teacher training course. Specific curriculum had been developed and master trainers prepared for these two field-based teaching-training centers.

Both Provinces. The first of a series of workshops was conducted at the Curriculum Wing for the PCR Cell staff from all provinces and territories of Pakistan. PED Chief of Party and PED Curriculum TAs from Peshawar and Balochistan conducted this workshop with Dr. Siyal's staff of the Curriculum Wing. This is a UNICEF-sponsored activity.

The PCR Cell in Balochistan completed the computerization of base line study proforma and shared this with the rest of cells in the country. The PCR Cell Balochistan began its base line data survey and descriptive study in Sibi on December 15th; the NWFP began its baseline study in Malakand on December 16.

Balochistan. The Textbook Longevity Study. Three prototype textbooks for Class 3 and 5 were commissioned for printing using (a) regular text paper cover, (b) heavier weight paper and cover, and (c) heavier weight paper and super-heavy weight cover. The results of this study will be of use to the NWFP Textbook Board, which has deferred its plans to conduct a similar study in hopes the Balochistan study will provide the needed answers.

• Donor Coordination

In Balochistan, the PED Program, UNICEF and Department of Education Curriculum Bureau cooperate in four major activities with commitment to a continued partnership:

- Mobile Teacher Training Program: implemented in Khanozai on 8 December and in Panjgur on 20 December
- Primary Education Curriculum Reform Program
- Donor Coordination System: cooperative effort with UNICEF
- Human Resource Survey: cooperative effort with UNICEF

PED, GOB and UNDP are cooperating in development of the Balochistan Education Management Information System and the federal version, NEMIS. Balochistan is providing all software, instrumentation and training materials as requested by UNDP and the Pakistan Government.

Efforts to develop similar relationships with other organizations such as the World Bank continue.

In NWFP all the above donor coordination also takes place except the Mobile Teacher Training. In addition, UNICEF is paying for the learning coordinator training which the TA Team is designing and will conduct. The Pak-German Bas Ed Project is jointly involved with the TA Team in developing a graded vocabulary in Pushto and in curriculum and instructional materials development.

MASTERWORK PLANS FOR NWFP AND BALOCHISTAN

The following sections of this report indicate activities specified in the 1990/1991 Master Workplans, the start date, anticipated end date, the staff responsible and the status of the activity.

PRIMARY EDUCATION DEVELOPMENT PROGRAM

MASTER WORKPLAN

Northwest Frontier Province

IMPROVEMENT IN THE CAPACITY TO PLAN AND MANAGE THE PRIMARY EDUCATION PROGRAM

Organization of the Directorate of Primary Education

- a) Review, evaluate organizational study; recommend plan of action
- | | | | | | |
|---------|------------|------|------|--------|----------------------------------|
| Start: | 5/90 | End: | 6/90 | Staff: | Mumtaz Akbar,
Shah Jehan Khan |
| Status: | Completed. | | | | |
- b) Interdepartmental review of action plan recommendations
- | | | | | | |
|---------|-------------------------|------|------|--------|------------|
| Start: | 9/90 | End: | 9/90 | Staff: | Shah Jehan |
| Status: | Completed and approved. | | | | |
- c) Secure building for Directorate
- | | | | | | |
|---------|------------|------|------|--------|-----------------------------|
| Start: | 7/90 | End: | 8/90 | Staff: | Shah Jehan,
Fida Hussain |
| Status: | Completed. | | | | |
- d) Summary on establishment of the Directorate for Chief Secretary, government of NWFP, containing details on staffing the Directorate, including "job manuals."
- | | | | | | |
|---------|--------------------------|------|------|--------|---|
| Start: | 9/90 | End: | 9/90 | Staff: | Shah Jehan,
Fida Hussain,
Wade Robinson |
| Status: | Completed and submitted. | | | | |
- e) Develop plan for bi-furcation of primary/secondary Directorate
- | | | | | | |
|---------|--------------------------|------|----------|--------|--|
| Start: | 12/1 | End: | 12/15/90 | Staff: | Shah Jehan,
Director of Education;
(Chief Planning
Officer Ed.; Deputy
Sect. Ed. (admn);
Additional Sect. Ed. |
| Status: | Completed and submitted. | | | | |

- f) **Secure USAID approval of Organization of Primary Directorate**
Start: 12/16 **End:** 12/31/90 **Staff:** Shah Jehan, Fida Hussain
Status: Approval secured.
- g) **Transfer of staff (28 posts) from Directorate of Schools to Primary Education Directorate**
Start: 10/15 **End:** 1/15/91 **Staff:** Shah Jehan
Status: Approved; transfers to be complete by 5/1/91.
- h) **Issuance of order by Secretary of Education giving full administration power and authority to Director of Primary Education to administer and manage all aspects of primary education, even prior to issuance of bi-furcation order.**
Start: 12/15 **End:** 1/7/91 **Staff:** Ejaz Rahim, (Sec. of Educ.), Shah Jehan
Status: Completed.
- i) **Issuance of bi-furcation notice**
Start: 12/15 **End:** 1/1/91 **Staff:** Shah Jehan
- j) **Directorate becomes fully operational**
Start: 1/12/90 **End:** 1/91 **Staff:** Shah Jehan, Fida Hussain, Wade Robinson
Status: Process well begun; should be complete by 5/1/91.
- k) **Plan, design and implement job-specific training for Deputy Directors, Assistant Directors.**
Start: 2/15/91 **End:** ongoing **Staff:** Wade Robinson, Mona Habib, Nick Cowell, Tom LeBlanc, Shah Jehan
- l) **Plan, design, and implement O.D. and management training for Directorate staff.**
Start: 2/15/91 **End:** ongoing **Staff:** Wade Robinson, Deputy Director, Training and Curriculum, T.A.

- m) Train Deputy Directors (Training and Curriculum, Research, Development, and Evaluation) and Assistant Directors in project management skills.

Start: 3/91 End: 3/91 Staff: AED D.S.T.P,
Wade Robinson

Female Promotion Study

- a) Design study

Start: 1/91 End: 2/91 Staff: Additional Dir.
Primary Educ.
(Female), Deputy Dir.
Training and
Curriculum,
Wade Robinson, TA

- b) Complete female promotion plan

Start: 1/91 End: 3/91 Staff: Additional Dir.
Primary Educ.,
Deputy Dir. Training
and Curriculum,
Wade Robinson,
TA

- c) Implement plan

Start: 3/91 End: ongoing Staff: Deputy Dir.
Training and
Curriculum,
Wade Robinson,
TA

Improvement in the Information/Planning Base Organization of EMIS

- a) Train counterpart in developing and managing a computer-based EMIS

Start: 7/90 End: 6/91 Staff: LeBlanc

Status: Counterpart trained on various aspects of data-based structure design (R:Base), and in use of LOTUS. Remainder of training waits until return to country.

- b) Pilot test questionnaire
- | | | | | | |
|---------|------------|------|---------|--------|-----------------------------|
| Start: | 11/90 | End: | 11/8/90 | Staff: | LeBlanc,
Khattak, Naheed |
| Status: | Completed. | | | | |
- c) Print questionnaire
- | | | | | | |
|---------|------------|------|----------|--------|------------------|
| Start: | 11/90 | End: | 12/12/90 | Staff: | LeBlanc, Khattak |
| Status: | Completed. | | | | |
- d) Develop database structure
- | | | | | | |
|---------|------------|------|----------|--------|------------------|
| Start: | 11/90 | End: | 11/28/90 | Staff: | LeBlanc, Khattak |
| Status: | Completed. | | | | |
- e) Prepare computer training
- | | | | | | |
|---------|---|------|----------|--------|------------------|
| Start: | 10/90 | End: | 11/28/90 | Staff: | LeBlanc, Khattak |
| Status: | Delayed until staff to be trained are selected. | | | | |
- f) Pilot district computer training
- | | | | | | |
|---------|--|------|---------|--------|------------------|
| Start: | 12/90 | End: | 12/5/90 | Staff: | LeBlanc, Khattak |
| Status: | Delayed until primary DEO offices are established, staff to be trained are selected. | | | | |
- g) Provincial computer training
- | | | | | | |
|---------|--|------|----------|--------|------------------|
| Start: | 12/90 | End: | 12/12/90 | Staff: | LeBlanc, Khattak |
| Status: | Delayed until provincial staff to be trained are selected. | | | | |
- h) Distribute questionnaires
- | | | | | | |
|---------|------------|------|----------|--------|------------------|
| Start: | 12/14/90 | End: | 12/27/90 | Staff: | LeBlanc, Khattak |
| Status: | Completed. | | | | |
- i) Retrieve questionnaires
- | | | | | | |
|--------|--------|------|---------|--------|------------------|
| Start: | 1/4/91 | End: | 1/16/91 | Staff: | LeBlanc, Khattak |
|--------|--------|------|---------|--------|------------------|

- j) Pilot district data input
 Start: 12/22/90 End: 2/6/91 Staff: LeBlanc, Khattak
 Status: Delayed until pilot district training.
- k) Provincial data input
 Start: 1/7/91 End: 2/13/91 Staff: LeBlanc, Khattak
- l) Validate data
 Start: 2/16/91 End: 3/13/91 Staff: LeBlanc, Khattak
- m) Utilize data
 Start: 3/18/91 End: 5/15/91 Staff: LeBlanc, Khattak
- n) Plan for Phase II of EMIS implementation
 Start: 5/18/91 End: 6/12/91 Staff: LeBlanc, Khattak

Human Resource Survey

- a) Assign counterpart(s) and revise plan
 Start: 9/90 End: 9/90
 Status: Counterpart assigned. Revision of plan awaits ability of Directorate to pay for TA/DA.
- b) Assemble documents and materials
 Start: 9/90 End: 9/90
 Status: Completed.
- c) Retrain Kawsar and companion
 Start: 9/90 End: 9/90
 Status: Delayed until second person appointed.
- d) Arrange logistics and backup
 Start: 9/90 End: 9/90
 Status: Delayed until Directorate able to access funds.

- e) Assign responsibility for tour monitoring and tour reports

Start: 12/90 End: 1/91 Staff: Cowell,
Shah Jehan,
Robinson

Status: Delayed until Deputy Director for Curriculum and Training has been appointed.

DEVELOPMENT OF A COMPUTERIZED PERSONNEL SYSTEM

- a) Determine system needs

Start: 2/91 End: 2/91 Staff: Wade Robinson,
Shah Jehan
TA

- b) Design and computerize system

Start: 3/91 End: 5/91 Staff: Wade Robinson,
Shah Jehan,
TA

- c) Develop training plans for personnel system users

Start: 4/91 End: 5/91 Staff: TA,
Wade Robinson

- d) Data entry, cleaning; system made operational

Start: 6/91 End: 8/91 Staff: Rafique Khatak,
EMIS data entry
staff

PERFORMANCE AND RESOURCE MONITORING

- a) Adaptation of model system developed for Balochistan

Start: 3/91 End: 5/91 Staff: Dennis Martin,
Syed Abbas,
Shah Jehan,
Fida Hussain,
Wade Robinson

TEACHER SUPPLY AND TRAINING

Teacher Content Knowledge

- a) Assign counterpart(s) and revise plan

Start: 4/91 End: 4/91 Staff: Cowell

- b) **Review relevant documents and prepare consultant TOR**
Start: 4/91 End: 4/91 Staff: Cowell
Status: Design for study completed.
- c) **Identify languages of instruction and content areas to be tested**
Start: 4/91 End: 4/91 Staff: Cowell
Status: Completed.
- d) **Design study, choose sample**
Start: 5/91 End: 5/91 Staff: consultant, Cowell
Status: Study designed. Sample to be chosen in summer '91.
- e) **Identify tests to be used, examine for adequacy, translate, adapt, create, etc., as necessary**
Start: 5/91 End: 5/91 Staff: consultant, Cowell
Status: Tests have been identified and are adequate.
- f) **Design logistics (test reproduction, site preparation, cheating control etc.)**
Start: 5/91 End: 5/91 Staff: consultant, Cowell
- g) **Give tests**
Start: 5/91 End: 5/91 Staff: consultant, Cowell
- h) **Analyze test results**
Start: 6/91 End: 6/91 Staff: consultant, Cowell
- i) **Write report**
Start: 6/91 End: 7/91 Staff: consultant, Cowell

- j) Plan strategy to fill teacher content and language gaps

Start: 7/91 End: 7/91 Staff: consultant,
Cowell

MULTI-GRADE TEACHING STUDY

- a) Assign counterpart(s) and revise plan

Start: 1/91 End: 1/91 Staff: Cowell

Status: Study has been combined with Kacchi/Pakki study, with PTC study and phased with them. Major counterpart will be Deputy Director for Curriculum and Training.

- b) Review documents and materials

Start: 1/91 End: 1/91 Staff: Cowell

Status: Begun in October.

- c) Design study

Start: 1/91 End: 1/91 Staff: Cowell,
Rugh,
Warwick

Status: Study design completed 9/90.

- d) Arrange logistics of study

Start: 1/91 End: 1/91 Staff: Cowell, Rugh

- e) Conduct study

Start: 1/91 End: 3/91 Staff: Rugh, Cowell

- f) Oversee study after departure of consultants

Start: 3/91 End: 4/91 Staff: Cowell

Status: Rugh is chief consultant; study to be done by one staff with the help of Cowell and Habib.

- g) Write report

Start: 3/91 End: 4/91 Staff: Rugh, Cowell

- h) Devise plan based on study
- | | | | | | |
|--------|------|------|------|--------|--------------|
| Start: | 3/91 | End: | 4/91 | Staff: | Cowell, Rugh |
|--------|------|------|------|--------|--------------|

CLASSROOM INSTRUCTION

(Study has been postponed to fit into the PCRCP curriculum activity)

- a) Assign counterparts and revise plan
- | | | | | | |
|--------|-------|------|-------|--------|--------|
| Start: | 11/90 | End: | 11/90 | Staff: | Cowell |
|--------|-------|------|-------|--------|--------|
- b) Review all literature and documents
- | | | | | | |
|--------|-------|------|-------|--------|--------|
| Start: | 11/90 | End: | 11/90 | Staff: | Cowell |
|--------|-------|------|-------|--------|--------|
- c) Design course and create materials
- | | | | | | |
|--------|-------|------|-------|--------|--------|
| Start: | 11/90 | End: | 12/90 | Staff: | Cowell |
|--------|-------|------|-------|--------|--------|
- d) Arrange logistics of pilot test #1 for trainers
- | | | | | | |
|--------|-------|------|-------|--------|--------|
| Start: | 12/90 | End: | 12/90 | Staff: | Cowell |
|--------|-------|------|-------|--------|--------|
- e) Conduct pilot test #1
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 1/91 | End: | 1/91 | Staff: | Cowell |
|--------|------|------|------|--------|--------|
- f) Revise materials, format, schedule, procedures, methodology, etc.
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 1/91 | End: | 1/91 | Staff: | Cowell |
|--------|------|------|------|--------|--------|
- g) Arrange logistics of pilot test #2 for trainers
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 2/91 | End: | 2/91 | Staff: | Cowell |
|--------|------|------|------|--------|--------|
- h) Conduct pilot test #2
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 2/91 | End: | 2/91 | Staff: | Cowell |
|--------|------|------|------|--------|--------|
- i) Revise, as above
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 2/91 | End: | 2/91 | Staff: | Cowell |
|--------|------|------|------|--------|--------|
- j) Design teacher training workshops
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 2/91 | End: | 2/91 | Staff: | Cowell |
|--------|------|------|------|--------|--------|

- k) Design evaluation of student achievement
Start: 2/91 End: 2/91 Staff: Cowell, Rugh, Warwick
- l) Conduct teacher training
Start: 2/91 End: 2/91 Staff: Cowell
- m) Evaluate students
Start: 4/91 End: 4/91 Staff: Cowell
- n) Analyze evaluation data
Start: 4/91 End: 4/91 Staff: Cowell
- m) Write report with recommendations
Start: 4/91 End: 4/91 Staff: Cowell

SUPERVISOR AND LEARNING COORDINATOR EFFECTIVENESS PLAN

- a) Assign counterpart(s) and revise plan
Start: 1/91 End: 1/91 Staff: Cowell, Shah Jehan
Status: Completed.
- b) Review documents and materials, write consultant TOR
Start: 1/91 End: 1/91 Staff: Cowell
Status: Completed.
- c) Design Study
Start: 2/91 End: 2/91 Staff: Cowell, Rugh, Warwick
Status: Completed.
- d) Conduct study
Start: 3/91 End: 5/91 Staff: Cowell
Status: Study in progress.

- e) Write report
 Start: 5/91 End: 5/91 Staff: Cowell
- f) Develop plan
 Start: 5/91 End: 5/91 Staff: Cowell
 Status: Work and training plan have been completed; training manual and training materials in process

ASSESSMENT OF PTC TRAINING

(Now coordinated with Kacchi/Pakki and multi-grade studies; will be conducted after they are completed)

- a) Assign counterpart(s) and revise plan
 Start: 10/90 End: 10/90 Staff: Cowell
- b) Review documents and materials
 Start: 10/90 End: 10/90 Staff: Cowell
- c) Design study
 Start: 10/90 End: 10/90 Staff: Cowell
 Status: Begun (9/90).
- d) Conduct study
 Start: 10/90 End: 11/90 Staff: Cowell, Rugh
- e) Oversee study after consultants leave
 Start: 11/90 End: 11/90 Staff: Cowell
- f) Write report
 Start: 12/90 End: 12/90 Staff: Rugh, Cowell
- g) Revise plan based on study
 Start: 12/90 End: 12/90 Staff: Cowell, Rugh

ALTERNATIVE FORMS OF TEACHER TRAINING

(This work is being coordinated with Aga Khan Foundation)

- a) Assign counterpart(s) and revise plan
- | | | | | | |
|---------|-----------------|------|------|--------|--------|
| Start: | 4/91 | End: | 4/91 | Staff: | Cowell |
| Status: | Plan completed. | | | | |
- b) Review documents and materials
- | | | | | | |
|---------|------------|------|------|--------|--------|
| Start: | 4/91 | End: | 4/91 | Staff: | Cowell |
| Status: | Completed. | | | | |
- c) Interview Mukarak Shah
- | | | | | | |
|---------|------------|------|------|--------|--------|
| Start: | 4/91 | End: | 4/91 | Staff: | Cowell |
| Status: | Completed. | | | | |
- d) Discuss problems and prospects with PED team, DPE staff, and relevant others
- | | | | | | |
|---------|----------------------|------|------|--------|--------|
| Start: | 4/91 | End: | 5/91 | Staff: | Cowell |
| Status: | Partially completed. | | | | |
- e) Decide on strategy
- | | | | | | |
|---------|------------|------|------|--------|--------|
| Start: | 5/91 | End: | 5/91 | Staff: | Cowell |
| Status: | Completed. | | | | |
- f) Design pilot exercise and evaluation, based on strategy
- | | | | | | |
|---------|---------------------|------|------|--------|--------|
| Start: | 5/91 | End: | 5/91 | Staff: | Cowell |
| Status: | Partially designed. | | | | |
- g) Execute pilot exercise
- | | | | | | |
|--------|------|------|-------|--------|--------|
| Start: | 5/91 | End: | 12/91 | Staff: | Cowell |
|--------|------|------|-------|--------|--------|
- h) Evaluate pilot exercise
- | | | | | | |
|--------|-------|------|-------|--------|--------|
| Start: | 12/91 | End: | 12/91 | Staff: | Cowell |
|--------|-------|------|-------|--------|--------|

- i) Write report with recommendations

Start: 12/91 End: 12/91 Staff: Cowell

TEACHER SUPPLY AND TRAINING PLAN

- a) Assign counterpart(s) and revise plan

Start: 10/90 End: 10/91 Staff: Cowell

Status: No counterpart assigned; awaits staff appointment.

- b) Review documents and materials

Start: 10/90 End: 10/90 Staff: Cowell

Status: Completed.

- c) Establish strategy for completing task

Start: 10/90 End: 10/90 Staff: Cowell, Robinson

Status: Completed.

- d) Write TOR for consultant

Start: 10/90 End: 10/90 Staff: Cowell, Robinson

Status: Cancelled; Rugh did work during Oct. 90' stay.

- e) Complete planning task

Start: 11/90 End: 11/90 Staff: Cowell, consultant

Status: In process.

- f) Write master training and supply plan

Start: 12/90 End: 12/90 Staff: consultant, Cowell

Status: Delayed till school census completed.

COMMODITIES SUPPORT

(To be accomplished in '91/'92; data collection to start in March 91)

- a) Assign counterpart(s) and revise plan
Start: 10/90 End: 10/90 Staff: Cowell
Status: No counterpart assigned. Awaits staff appointment. New plan created and approved.
- b) Brainstorm needs and strategies with PED team in both provinces
Start: 10/90 End: 10/90 Staff: Cowell
- c) Brainstorm needs with DPE staff and other relevant educators
Start: 10/90 End: 10/90 Staff: Cowell
- d) Brainstorm needs with GCET staff and visit GCET classes and facilities
Start: 11/90 End: 11/90 Staff: Cowell
- e) Obtain and examine catalogs
Start: 11/90 End: 1/90 Staff: Cowell
- f) Based on information gathered, talk again with PED and DPE personnel
Start: 11/90 End: 11/90 Staff: Cowell
- g) Draw up specifications
Start: 12/90 End: 12/90 Staff: Cowell
- h) Order items
Start: 12/90 End: 12/90 Staff: Cowell
- i) Specify use and train for use
Start: 4/91 End: 5/91 Staff: Cowell
- j) Distribute and install items
Start: 4/91 End: 5/91 Staff: Cowell

- k) Determine maintenance and repair policies and budget
 - Start: 4/91 End: 4/91 Staff: Cowell
- l) Check up on use and retrain, as necessary
 - Start: 5/91 End: 5/91 Staff: Cowell
- m) Reorder as appropriate
 - Start: 5/91 End: 5/91 Staff: Cowell

IN-SERVICE PTC TEACHER TRAINING THROUGH AIOU

- a) Assign counterpart(s) and revise plan
 - Start: 1/91 End: 1/91 Staff: Cowell
 - Status: Plan revised and contract with AIOU signed.
- b) Assess AIOU capabilities and costs
 - Start: 1/91 End: 1/91 Staff: Cowell
 - Status: Completed.
- c) Establish budget
 - Start: 1/91 End: 1/91 Staff: Cowell
 - Status: Completed.
- d) Select teachers who will participate
 - start: 2/91 End: 2/91 Staff: Cowell
 - Status: In process.
- e) Design monitoring system
 - Start: 2/91 End: 2/91 Staff: Cowell
 - Status: General system designed. Needs fine-tuning.
- f) Conduct Program
 - Start: 2/91 End: 2/91 Staff: Cowell

- g) Monitoring program

Start:	2/91	End:	2/91	Staff:	Cowell
--------	------	------	------	--------	--------
- h) Write report with recommendations

Start:	6/91	End:	6/91	Staff:	Cowell
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MIDDLE AND SECONDARY SCHOOL STIPENDS FOR RURAL GIRLS

- a) Assign counterpart(s) and revise plan

Start:	4/91	End:	4/91	Staff:	Cowell
--------	------	------	------	--------	--------
- b) Review past history and define "disadvantaged," "rural," etc.

Start:	4/91	End:	4/91	Staff:	Cowell
--------	------	------	------	--------	--------
- c) Identify girls who will get stipends

Start:	4/91	End:	4/91	Staff:	Cowell
--------	------	------	------	--------	--------
- d) Determine amount of stipends, delivery system for stipends, monitoring of delivery and use of money, ways of measuring girls' progress, etc.

Start:	4/91	End:	4/91	Staff:	Cowell
--------	------	------	------	--------	--------
- e) Create budget

Start:	4/91	End:	4/91	Staff:	Cowell
--------	------	------	------	--------	--------
- f) Administer program

Start:	4/91	End:	4/91	Staff:	Cowell
--------	------	------	------	--------	--------
- g) Monitor and evaluate program

Start:	5/91	End:	6/91	Staff:	Cowell
--------	------	------	------	--------	--------
- h) Write report with recommendations for revision and extension

Start:	6/91	End:	6/91	Staff:	Cowell
--------	------	------	------	--------	--------

DISTANCE CERTIFICATION PROGRAMS FOR SECONDARY GIRLS

a) Assign counterpart(s) and revise plan

Start: 1/91 **End:** 1/91 **Staff:** Cowell

Status: General plan devised and contract signed with AIOU in December '90.

b) Assess AIOU capabilities and costs

Start: 1/91 **End:** 1/91 **Staff:** Cowell

Status: Completed.

c) Establish budget

Start: 1/91 **End:** 1/91 **Staff:** Cowell

Status: Completed.

d) Select villages and girls

Start: 2/91 **End:** 2/91 **Staff:** Cowell

Status: In process.

e) Design monitoring system

Start: 2/91 **End:** 2/91 **Staff:** Cowell

Status: General system designed by AIOU; needs fine-tuning.

f) Conduct program

Start: 2/91 **End:** 6/91 **Staff:** Cowell

g) Monitor program

Start: 2/91 **End:** 6/91 **Staff:** Cowell

h) Write report with recommendations

Start: 6/91 **End:** 6/91 **Staff:** Cowell

EXPANDED ALLOWANCES FOR FEMALE PTC STUDENTS

- | | | | | |
|----|---|-------------|-----------|------------------------------|
| a) | Assign counterpart(s) and revise plan | Start: 4/91 | End: 4/91 | Staff: Cowell |
| b) | Choose women for pilot experiment | Start: 4/91 | End: 4/91 | Staff: Cowell |
| c) | Design pilot experiment, including budget and delivery system | Start: 4/91 | End: 4/91 | Staff: Cowell |
| d) | Design evaluation | Start: 4/91 | End: 4/91 | Staff: Rugh, Warwick, Cowell |
| e) | Conduct pilot experiment | Start: 4/91 | End: 6/91 | Staff: Cowell |
| f) | Evaluate and analyze results | Start: 6/91 | End: 6/91 | Staff: Cowell |
| g) | Write report, with recommendations | Start: 6/91 | End: 6/91 | Staff: Cowell |

CURRICULUM DEVELOPMENT

Organization study: Curriculum Bureau and Extension Center

Curriculum

- | | | | | |
|----|-----------------------------|-------------|-----------|--------------|
| a) | Prepare staff questionnaire | Start: 7/90 | End: 7/90 | Staff: Habib |
| | Status: Completed. | | | |
| b) | Interview staff | Start: 7/90 | End: 9/90 | Staff: Habib |
| | Status: Completed. | | | |

- c) **Analyze all governing policies**
Start: 11/90 **End:** 11/90 **Staff:** Habib, Robinson
Status: Not completed. Awaiting data from new director.
- d) **Map functions**
Start: 9/90 **End:** 10/90 **Staff:** Habib
Status: Partially completed.
- e) **Recommend organization**
Start: 10/90 **End:** 12/90 **Staff:** Robinson, Habib
Status: Deferred until information in from new director.
- f) **Recommend staff qualifications**
Start: 10/90 **End:** 12/90 **Staff:** Robinson, Habib
Status: Deferred until information in from new director.
- g) **Recommend additional staff positions, as needed**
Start: 10/90 **End:** 12/90 **Staff:** Robinson, Habib
Status: Deferred until info in from new Director
- h) **Develop and recommend training plan**
Start: 11/90 **End:** 12/90 **Staff:** Robinson, Habib
Status: Impossible to complete until other aspects of student complete
- i) **Write report**
Start: 12/90 **End:** 12/90 **Staff:** Habib
Status: Not completed.
- j) **Assign counterpart(S) and revise plan**
Start: 9/90 **End:** 9/90 **Staff:** Cowell, Habib
Status: No counterpart assigned. Plan revision completed.

- k) Complete interviews at Curriculum Bureau
- Start: 8/90 End: 9/90 Staff: Cowell, Habib
- Status: Interviews completed. Additional questions sent to director.
- l) Conduct interview at Education Extension Center
- Start: 9/90 End: 9/90 Staff: Cowell, Habib
- Status: Interviews completed.
- m) Conduct interviews at DPE and with other relevant educators
- Start: 10/90 End: 10/90 Staff: Cowell, Habib
- Status: Completed.
- n) Write report, with recommendations
- Start: 10/90 End: 10/90 Staff: Cowell, Habib
- Status: First draft complete; final draft awaits information from new director.
- o) Decide on next steps, including possible follow-on or "Phase II" studies
- Start: 11/90 End: 11/90 Staff: Cowell, Habib
- Status: Not to be completed until information in from new director.

Workshops

Workshop I: Curriculum Analysis

- Start: 10/90 End: 11/90 Staff: Habib
- Status: Deferred until PCRCP staff is appointed in '91.
- a) Design plan to train and select PCRCP writing staff
- Start: 9/90 End: 9/90 Staff: Habib, Jamshed
- Status: Completed.

- b) Conduct workshop
- Start: 11/90 End: 11/90 Staff: Robinson, Habib
- Status: Deferred until '91.
- c) Evaluate trainees and select staff from them
- Start: 11/90 End: 11/90 Staff: Habib, Jamshed
- Status: Awaits workshop.
- d) Evaluate workshop and write report
- Start: 11/90 End: 11/90 Staff: Robinson, Habib, Jamshed
- Status: Will be completed when workshop finished.
- e) Assign testing and writing tasks
- Start: 12/90 End: 1/91 Staff: Habib, Jamshed
- Status: Awaits completion of workshop.

Workshop II. Training for Field Testing

- a) Develop training plan, materials
- Start: 1/91 End: 1/91 Staff: Robinson, Jamshed
- b) Select trainees
- Start: 11/90 End: 12/90 Staff: Jamshed, Robinson
- c) Conduct workshop
- Start: 3/91 End: 3/91 Staff: Robinson, Jamshed
- d) Evaluate workshop
- Start: 3/91 End: 3/91 Staff: Jamshed, Robinson, Habib
- e) Write report
- Start: 3/91 End: 3/91 Staff: Robinson, Jamshed

f) Assign training and materials preparation tasks

Start: 3/91 End: 4/91 Staff: Jamshed, Habib

Workshop III. Training learning coordinators, ASDEOs and school heads in data-gathering and other formative evaluation tasks

a) Select trainees

Start: 3/91 End: 3/91 Staff: Jamshed, Robinson
Shah Jehan

b) Conduct workshop

Start: 4/91 End: 4/91 Staff: Jamshed, trainees
from workshop II

c) Evaluate workshop

Start: 4/91 End: 4/91 Staff: Robinson, Jamshed

d) Write report

Start: 4/91 End: 4/91 Staff: Robinson, Jamshed

Workshop IV. Teaching English as a second language (should the teaching of English in primary schools become mandatory).

a) Select writers to develop English language textbooks and annotated teachers' editions

Start: 2/91 End: 2/91 Staff: Sennett, Habib,
Monglori

b) Develop training plan and materials

Start: 12/90 End: 2/91 Staff: Habib, Sennett,
Monglori

c) Conduct workshop

Start: 2/91 End: 2/91 Staff: Sennett, Habib,
Monglori

d) Evaluate workshop

Start: 2/91 End: 2/91 Staff: Sennett, Habib,
Monglori

e) Write report

Start: 2/91 End: 2/91 Staff: Sennett

STUDY OF ENGLISH LANGUAGE INSTRUCTION IN PAKISTAN

- a) Coordinate study plans with consultant, others to be involved: USIS, Peace Corps, NELI, Curriculum Wing, et al.
- | | | | | | |
|--------|-------|------|-------|--------|----------------|
| Start: | 11/90 | End: | 11/91 | Staff: | Habib, Sennett |
|--------|-------|------|-------|--------|----------------|
- b) Conduct study
- | | | | | | |
|--------|-------|------|------|--------|---------|
| Start: | 11/90 | End: | 1/91 | Staff: | Sennett |
|--------|-------|------|------|--------|---------|
- c) Review findings
- | | | | | | |
|--------|------|------|------|--------|----------------|
| Start: | 1/91 | End: | 2/91 | Staff: | Habib, Sennett |
|--------|------|------|------|--------|----------------|
- d) Plan strategies and action plan
- | | | | | | |
|--------|------|------|------|--------|----------------------------------|
| Start: | 2/91 | End: | 2/91 | Staff: | Habib, Robinson, Sennett, others |
|--------|------|------|------|--------|----------------------------------|

CONTRASTIVE ANALYSIS OF "MOTHER TONGUE" LANGUAGES, URDU, ENGLISH AND GRADED VOCABULARY STUDY

- a) Coordinate planning and study design activities
- | | | | | | |
|--------|------|------|-------|--------|---------------|
| Start: | 9/90 | End: | 10/90 | Staff: | Habib, Bashir |
|--------|------|------|-------|--------|---------------|
- b) Plan study of graded vocabulary in Urdu and Pushto
- | | | | | | |
|--------|------|------|-------|--------|-------------------------------|
| Start: | 9/90 | End: | 10/90 | Staff: | Bashir, Habib, Rugh, Monglori |
|--------|------|------|-------|--------|-------------------------------|
- c) Conduct exploratory/feasibility study
- | | | | | | |
|--------|-------|------|-------|--------|-------------------------------|
| Start: | 11/90 | End: | 11/90 | Staff: | Bashir, Habib, Rugh, Monglori |
|--------|-------|------|-------|--------|-------------------------------|
- d) Design full-scale study
- | | | | | | |
|--------|-------|------|-------|--------|-------------------------------|
| Start: | 10/90 | End: | 11/90 | Staff: | Bashir, Habib, Rugh, Monglori |
|--------|-------|------|-------|--------|-------------------------------|
- e) Conduct study
- | | | | | | |
|--------|-------|------|------|--------|------------------------------------|
| Start: | 12/90 | End: | 6/91 | Staff: | Bashir, Habib, DPE staff, Monglori |
|--------|-------|------|------|--------|------------------------------------|

- f) **Review findings**
 Start: 6/91 End: 7/91 Staff: Bashir, Habib, Monglori, Robinson
- g) **Plan strategies to make use of findings in textbook preparation, in developing teacher training materials, and in preparing supplementary teacher support materials**
 Start: 7/91 End: 8/91 Staff: Bashir, Habib Monglori

ACHIEVEMENT TESTING PLAN

- a) **Plan study of teachers' methods of testing for instructional purposes**
 Start: 2/91 End: 2/91 Staff: Habib
- b) **Develop a plan for teachers' use of criterion-referenced tests as aids to instruction**
 Start: 2/91 End: 2/91 Staff: Habib, Robinson
- c) **Integrate development of plan for use of criterion-referenced tests with development of instructional materials in PCR**
 Start: 11/90 End: ongoing Staff: Habib, Robinson

STUDY OF KACHI/PAKKI CURRICULUM MATERIALS

- a) **Assign primary education staff to work on the study**
 Start: 12/90 End: 12/90 Staff: Habib
- b) **Design the study**
 Start: 1/91 End: 1/91 Staff: Rugh, Habib
- c) **Train study staff**
 Start: 3/91 End: 3/91 Staff: Habib
- d) **Conduct study**
 Start: 3/91 End: 4/91 Staff: Habib, study staff
- e) **Analyze data and prepare report of findings**
 Start: 5/91 End: 6/91 Staff: Habib, study staff, Rugh

f) **Develop a plan of action to implement the findings**

Start: 5/91 End: 6/91 Staff: Habib, study staff,
Rugh

Training of Bureau staff, DEO's, ASDEO's, head teachers, LCs, GCET faculty, members of Primary Directorate staff, others in courses appropriate to their positions and responsibilities offered by AEPM, NIPA, AIOU, or foreign universities that offer correspondence courses.

a) **Determine needs, secure course offerings, notify appropriate staff of the opportunity, assign, DPE staff members to oversee the process.**

Start: 11/90 End: 11/90 Staff: Habib, Cowell,
Robinson

b) **Develop application process, notify potential applicants, set up screening system**

Start: 12/90 End: 12/90 Staff: Habib, Cowell,
Deputy for Training,
DPE

c) **Plan evaluation, review, and reporting system**

Start: 12/90 End: 1/90 Staff: Habib, Cowell,
Robinson, Deputy
for Training, DPE

d) **Initiate system operation**

Start: 1/91 End: ongoing Staff: Deputy for
Training, DPE

COMMODITIES FOR CURRICULUM BUREAU

a) **Assign staff to determine needs and specifications**

Start: 11/90 End: 11/90 Staff: Habib, Head of
Bureau, Jamshed

b) **Develop list, with specifications, cost estimation**

Start: 12/90 End: 12/90 Staff: Habib, Bureau

c) **Submit approved list for processing**

Start: 1/91 End: 2/91 Staff: Habib, Hussain,
Robinson

- d) Check availability, staff access and use; develop reporting system

Start: 6/91 End: 6/91 Staff: Habib

INSTRUCTIONAL MATERIALS

Textbook Board organizational study

- a) Investigate current formal organizational and reporting structure of Textbook Board

Start: 9/90 End: 9/90 Staff: Habib, Monglori

- b) Coordinate study design and activities with consultants

Start: 10/90 End: 10/90 Staff: Habib, Higham,
Ross

Status: Complete.

- c) Conduct study

Start: 10/90 End: 11/90 Staff: Habib, Higham,
Ross

Status: Completed.

- d) Review study findings, recommendations, and suggested training plans with consultants

Start: 11/90 End: 11/90 Staff: Robinson, Habib

Status: Completed.

- e) Report findings

Start: 11/90 End: 11/90 Staff: Higham, Ross

Status: Completed.

- f) Develop action plan to implement recommendations

Start: 12/90 End: 1/91 Staff: Habib, Akbar,
Monglori

Status: In process.

TRAINING FOR TEXTBOOK BOARD STAFF TO MEET TRAINING NEEDS RECOMMENDED BY THE ORGANIZATIONAL STUDY

- a) Review training needs, strategies, develop an action plan to implement training
 - Start: 11/90 End: 11/90 Staff: Habib, Ross, Higham, Akbar, Monglori
 - Status: In process.

- b) Conduct training program
 - Start: 12/90 End: as planned Staff: Habib, Akbar, Monglori
 - Status: Action plan not yet completed by Board.

- c) Review training program, evaluate progress toward meeting training goals
 - Start: 2/90 End: as planned Staff: Habib, Yacoub, Akbar, Monglori

- d) Report on training results, use of new skills, knowledge
 - Start: 6/91 End: as planned Staff: Habib, Akbar Monglori

COMPUTER TRAINING

- a) Develop specifications for separate training plans for business and production personnel, and for editorial personnel, with separate timetables, as appropriate
 - Start: 12/90 End: 12/90 Staff: Higham, Ross,
 - Status: Deferred until '91.

- b) Decide on whether to contract training on-site with trainer or send trainees to appropriate training institute for phased training program
 - Start: 1/91 End: as planned Staff: LeBlanc
 - Status: Deferred until '91.

- c) Review and evaluate training progress
 - Start: 2/91 End: as planned Staff: LeBlanc, Monglori, Yacoub

- d) Report on training, effectiveness, use of new skills and knowledge

Start: 5/91 End: as planned Staff: Monglori, Yacoub,
Akbar

STUDY OF INSTRUCTIONAL MATERIALS AVAILABILITY AND QUALITY

- a) Review design of study being conducted in Balochistan on textbook durability to see how applicable it can be to NWFP

Start: 2/91 End: 2/91 Staff: Habib, Ross,
Monglori, Higham

- b) Devise plan to study most cost-effective method to provide free textbooks to students in disadvantaged areas, auxiliary materials and annotated textbooks to teachers, and "loaner" textbooks to students

Start: 2/91 End: 3/91 Staff: Habib, Yacoub,
Monglori,
consultant

- c) Conduct study

Start: 3/91 End: 4/91 Staff: Habib, Yacoub,
Monglori, consultant

WORKSHOP ON ANNOTATED TEACHERS' EDITIONS OF TEXTBOOKS

- a) Plan workshop

Start: 8/90 End: 8/90 Staff: Habib, Giltrow
Status: Completed.

- b) Conduct workshop

Start: 8/90 End: 8/90 Staff: Habib, Giltrow
Status: Completed.

- c) Review and evaluate workshop

Start: 9/90 End: 9/90 Staff: Habib, Giltrow,
Monglori,
Robinson
Status: Completed.

- d) **Report on workshop**
- Start: 9/90 End: 9/90 Staff: Giltrow
- Status: Completed.

SUPPLEMENTARY READING MATERIALS

- a) **Assess needs**
- Start: 11/90 End: 11/90 Staff: Habib, Monglori
- Status: Textbook Board, Curriculum Bureau, DPE committee to consider needs in June '90. Has yet to reconvene to set up lists of needed materials, timetables.
- b) **Devise plan of action, timetable, budget to develop, produce and distribute supplementary reading materials**
- Start: 11/90 End: 2/90 Staff: Monglori, Habib
- Status: See above.

TEACHER SUPPORT MATERIALS

- a) **Assess needs**
- Start: 3/91 End: 6/91 Staff: Habib, Monglori, Jamshed

COMMODITIES

- a) **Assign staff to determine needs and specifications**
- Start: 9/90 End: 9/90 Staff: Habib, Monglori
- Status: Completed.
- b) **Develop list, with specifications and cost estimation**
- Start: 10/90 End: 11/90 Staff: Habib, Hussain, Monglori, Ud Din
- Status: Preliminary list developed but cost estimates not yet accomplished.

- c) Submit approved list for processing

Start: 12/90 End: 5/91 Staff: Habib, Ud Din,
Robinson, Hussain

Status: List available but costing and procurement decisions await staff appointments.

- d) Check availability, staff access and use and develop reporting system

Start: 6/91 End: 6/91 Staff: Habib, Yacoub

CONSTRUCTION

Construction studies and activities

Start: 10/1 End: 2/28 Staff: Hussain, Robinson

SCHOOL MAPPING

- a) Develop information needs, review sources, (HRS, '88 village survey, '90 school census), determine additional data needs

Start: 12/90 End: 01/31 Staff: Hussain, Robinson

Status: Activity removed from scope of work for contractor; will be done by DPE personnel in districts.

- b) Prepare a tender and terms of references for an A&E firm to study the conditions of existing schools, recommend repairs, rehabilitation program and schedule, prepare a school map

Start: 09/15 End: 10/31 Staff: Hussain, Shah
Jehan, Robinson

Status: Completed.

- c) Select winning A&E firm to conduct study, prepare map, report recommendations with cost estimates

Start: 10/31 End: 03/30 Staff: Hussain, Shah,
Jehan, Robinson

Status: Deferred until '91.

- d) Set up R&D file in EMIS, develop questionnaire, researcher instructions, field-test both, revise and prepare researcher training program

Start: 12/1 End: 12/31 Staff: Khattak, LeBlanc,
Robinson

- e) Select LCs/ASDEOs to collect data, validate data, create an EMIS school mapping file

Start: 01/5 End: 02/28 Staff: Khattak, LeBlanc

- f) Merge school status information from the A&E study data with school mapping file

Start: 03/1 End: 06/30 Staff: Khattak, LeBlanc

CONSTRUCTION MANAGEMENT STUDY

- a) Sign contract with winning A&E firm

Start: 10/1 End: 10/30 Staff: Shah Jehan,
Hussain
Status: Completed.

- b) Conduct study

Start: 11/1 End: 12/30 Staff: Hussain, Robinson
Status: Study begun but not complete by 12/31.

- c) Evaluate study recommendations, decide whether an A&E firm or C&W should do long-term construction management for PDE

Start: 1/15 End: 12/30 Staff: Shah Jehan Khan,
Hussain, Robinson

CONSTRUCT PRIMARY SCHOOLS

- a) Use C&W to construct DPE schools scheduled for '90/'91 construction

Start: 12/01 End: 06/30 Staff: Hussain, A.Khan

- b) Either tender for an A&E firm or notify C&W they will do long-term construction management

Start: 1/30 End: 2/15 Staff: Hussain, Shah
Jehan, A.Khan

- c) Finalize site selection criteria, new designs for primary schools, and GCETs

Start: 02/1 End: 6/30 Staff: Hussain, A.Khan,
Robinson

- d) Finalize locations for '91/'92 schools and GCET construction
- | | | | | | |
|--------|------|------|------|--------|-----------------------------|
| Start: | 11/1 | End: | 2/28 | Staff: | Hussain, Shah Jehan, A.Khan |
|--------|------|------|------|--------|-----------------------------|
- e) Receive cost estimates for all '91/'92 construction
- | | | | | | |
|--------|-----|------|------|--------|-----------------|
| Start: | 3/1 | End: | 4/30 | Staff: | Hussain, A.Khan |
|--------|-----|------|------|--------|-----------------|
- f) Process PCIs for '91/'92 construction
- | | | | | | |
|--------|-----|------|------|--------|-----------------|
| Start: | 5/1 | End: | 6/30 | Staff: | Hussain, A.Khan |
|--------|-----|------|------|--------|-----------------|
- g) Develop a 5-year construction plan
- | | | | | | |
|--------|------|------|------|--------|-----------------|
| Start: | 2/28 | End: | 6/30 | Staff: | Hussain, A.Khan |
|--------|------|------|------|--------|-----------------|

UPGRADE PRIMARY GIRLS' SCHOOLS TO MIDDLE SCHOOLS

- a) Phase I - approval of the first 20 schools to be upgraded
- | | | | | | |
|--------|------|------|-------|--------|-----------------|
| Start: | 07/1 | End: | 10/20 | Staff: | Hussain, A.Khan |
|--------|------|------|-------|--------|-----------------|
- b) Construction
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 11/1 | End: | 6/30 | Staff: | A.Khan |
|--------|------|------|------|--------|--------|
- c) Phase II - approval second 20 schools to be upgraded
- | | | | | | |
|--------|------|------|-------|--------|----------------|
| Start: | 11/1 | End: | 12/31 | Staff: | Husain, A.Khan |
|--------|------|------|-------|--------|----------------|
- d) Construction
- | | | | | | |
|--------|------|------|------|--------|---------|
| Start: | 1/15 | End: | 6/30 | Staff: | A. Khan |
|--------|------|------|------|--------|---------|

CONSTRUCTION OF HOSTELS AT 4 FEMALE GCETs

- a) Approval of PCIs
- | | | | | | |
|--------|-----|------|-------|--------|---------|
| Start: | 7/1 | End: | 10/31 | Staff: | Hussain |
|--------|-----|------|-------|--------|---------|
- b) Construction
- | | | | | | |
|--------|------|------|------|--------|--------|
| Start: | 11/1 | End: | 6/30 | Staff: | A.Khan |
|--------|------|------|------|--------|--------|

e) **Construction**

Start: 6/1 **End:** as planned **Staff:** A.Khan

CONSTRUCTION PESHAWAR DEO/ASDEO BUILDING
(to be built as a unit within the DPE complex)

PRIVATE EDUCATION

Private Primary Education

a) **Assess the role of private primary education in N.W.F.P**

Start: 11/90 **End:** 2/91 **Staff:** Shahnaz Wazir Ali,
Asst.Dir. Primary
Educ. for Private
Schools, Wade
Robinson

Status: Completed.

b) **Analyze issues of quality, cost, and regulations that help hinder the functioning of private schools**

Start: 1/91 **End:** 2/91 **Staff:** Shahnaz Wazir
Ali, Asst. Dir.
Primary Educ.
Private Schools,
Wade Robinson

c) **Develop proposed action steps and policy options to support the further development of private primary education in the NWFP.**

Start: 2/91 **End:** 3/91 **Staff:** Shahnaz Wazir
Ali, Asst. Dir.
Primary Educ.
Private Schools,
Wade Robinson

d) **Implement plan of action**

Start: 3/91 **End:** ongoing **Staff:** Shah Jehan, Asst.
Dir. Primary Educ.
Private Schools

- b) Conduct secondary analysis of mosque school data
 - Start: 01/91 End: 04/91 Staff: Dost M. Darnell Toor
 - Status: Local consultant being identified.
- c) Examine teacher recruitment policies
 - Start: 01/91 End: 04/91 Staff: Malik Yousafi
 - Status: Part of Teacher Supply (See 2.2.1.1).

2.1.2.2 Divisional Education Directorates

- a) Develop study design
 - Start: 09/90 End: 11/90 Staff: Darnell Buzdar
 - Status: Completed.
- b) Conduct Phase I of study
 - Start: 10/90 End: 01/91 Staff: Buzdar
 - Status: On schedule.
- c) Conduct Phase II of study
 - Start: 05/91 End: 07/91 Staff: Buzdar
 - Status: Begins in May.

2.1.2.3 Female Promotion Plan

- a) Design study and collect data
 - Start: 12/90 End: 04/91 Staff: Malik Darnell Staff
 - Status: In process.
- b) Analyze data; perform management review; prepare plan
 - Start: 02/91 End: 04/91 Staff: Malik Sec. Educ Darnell Staff
 - Status: Begins in February/Mgmt. Seminar (2.1.1.3).

2.1.3

Improve Quality and Use of Information Resources

2.1.3.1

Document and Assess Process of Implementing EMIS

a) Select and establish three pilot districts

Start: 08/90 End: 6/91 Staff: Malik
Darnell
Staff

Status: Selected facilities & personnel in process.

b) Train operators and install system

Start: 01/91 End: 06/91 Staff: Akbar
Valdes
Staff

Status: To begin January '91.

c) Develop expansion plan

Start: 02/91 End: 04/91 Staff: Malik
BEMIS
Staff
Darnell

Status: To begin February '91.

2.1.3.2

EMIS Operation and Management

a) Establish facility, PED consultant, etc.

Start: 08/90 End: 12/90 Staff: Darnell
Atta Abbas
Malik

Status: Complete but evolving.

b) SNE for staff and fill positions

Start: 07/90 End: 06/91 Staff: Malik
Darnell

Status: First SNE approved/staff await approval/evolving.

c) Train managers, operators and data management staff

Start: 12/90 End: 06/91 Staff: F. Akbar
Valdes
Quazalbash

Status: In process - ongoing.

- b) Collect/edit and process data
- Start: 02/91 End: 05/91 Staff: Quazalbash
F. Jaffar
F. Akbar
- Status: Begin in February 1991.
- c) Analyze census data - prepare reports
- Start: 01/91 End: 06/91 Staff: Staff
Darnell
Valdes
- Status: Begin in February 1991.

2.1.3.4 Human Resource Survey

- a) Phase I: urban and semi-urban
- Start: 02/90 End: 10/90 Staff: Quazalbash
F. Jaffar
F. Akbar
- Status: Completed.
- b) Phase II: rural
- Start: 02/91 End: 06/91 Staff: Quazalbash
F. Jaffar
F. Akbar
- Status: Scheduled for February 1991.
- c) Phase III: far flung territories
- Start: 07/91 End: 10/91 Staff: Quazalbash
F. Jaffar
F. Akbar
- Status: Scheduled for July 1991.
- d) Write report (with recommendations for use of HRS)
- Start: 09/90 End: 12/90 Staff: A. Rugh
- Status: To be completed on time for 300 villages.

2.1.3.5 Performance and Resource Monitoring

- a) Develop specifications for system design
- Start: 09/90 End: 12/90 Staff: Atta Abbas
Malik
Darnell
- Status: Initial design complete - awaiting software.

b) **Financial Management System Component**

Start: 10/90 **End:** 12/90 **Staff:** D. Martin
Atta Abbas

Status: Phase I complete - enhancements in February 1991.

c) **Development of activity schedules/assign resources**

Start: 07/90 **End:** 12/90 **Staff:** Darnell
Malik
Status: Schedules and budget complete. Deputies

d) **Establish review and update procedures by management**

Start: 09/90 **End:** 06/91 **Staff:** Malik
Darnell
Deputies

2.1.4 **Develop Improved Testing Procedures**

2.1.4.1 **Assess current practices** **Staff:** Dost M.
Yousufi
(This activity postponed until '91/'92.)

2.1.5 **Expand Access to Quality Education Facilities**

This activity is crosscutting and is included in task 2.4.1 (A&E) firm. It includes criteria for location of schools and school mapping.

Staff: Malik

2.2 Teacher Supply and Instructional Activities

(All tasks in this section will be reviewed by new long-term Advisor upon arrival in Quetta)

2.2.1 Teacher Supply and Training Plan

a) Coordinate planning and study design activities

Start: 10/90 End: 04/91 Staff: Yousafi
Malik
Darnell (temp)
Status: In process.

b) Collect and analyse data

Start: 10/90 End: 03/91 Staff: Yousafi
T.B.D.
Darnell (temp)

c) Prepare implementation plan

Start: 02/91 End: 04/91 Staff: Yousafi
Malik
Darnell (temp)

2.2.2 Increasing the Supply of Teachers with Emphasis on Female Teachers

2.2.2.1 Female Teacher and Student Incentive Plan

a) Collect policies and procedures on present conditions and incentives for female teachers

Start: 10/90 End: 12/90 Staff: Emerson
Nissar
Status: Delayed.

b) Write report

Start: 11/90 End: 12/90 Staff: Emerson
Yousafi
Status: Delayed.

c) Develop strategy paper

Start: 01/91 End: 04/91 Staff: Yousafi
Malik
Hughes (temp)

2.4.3 & 2.4.4	Construct 203 Additional Classrooms	Start: 07/90	End: 06/91	Staff: Jogazai F. Jaffar Malik
		Status: 136 started		
2.4.5	Expansion of Quetta GCET - Construct 10 Classrooms and Hostel for 50 Students	Start: 10/90	End: 06/91	Staff: Jogazai Malik
		Status: Delayed - under review.		
2.4.6	Upgrading 20 Primary Schools to Middle Schools	Start: 07/90	End: 06/91	Staff: Jogazai F. Jaffar Malik
		Status: 17 started.		
2.4.7	Textbook Warehouse	Start: 07/90	End: late 1991	Staff: Jogazai Malik Akbar
		Status: Location selected.		
	a) Select location, develop design	Start: 07/90	End: 02/91	Staff: Jogazai Malik Akbar
		Status: Location selected.		
	b) Tender, review bids, award contract	Start: 02/91	End: 05/91	Staff: Jogazai Malik Akbar
		Status: Delay due to rate issue.		
	c) Construct:	Start: 05/91	End: 1991	Staff: Jogazai
		Status: Awaits contract.		
2.4.8	Primary Education Offices	Start: 12/90	End: 1992	Staff: Malik & staff
		Status: Discussion stage only.		

a) **Select location - develop design**

Start: 12/90 **End:** 03/90 **Staff:** Malik
Jogazai
Darnell
Secretary of Educ.

Status: Discussion stage.

b) **Tender - review bids - award contract**

Start: 03/90 **End:** 06/90 **Staff:** Malik
Jaffar
USAID Advisor
Darnell

Status: Awaits location and design.

c) **Construct facility (1991/92)**

2.4.9 **Primary school at Khudo Debo**

Start: 01/90 **End:** 06/90 **Staff:** Jogazai
F. Jaffar
Malik

Status: Tender to be published January 1990.

2.4.10 **Furniture and Equipment for Classrooms, Schools and Hostels Plus Maintenance**

Start: 02/90 **End:** 06/90 **Staff:** Jaffar
Deputies
Ashraf

Status: Begin in February