

PRIMARY EDUCATION DEVELOPMENT PROGRAM
(PED)

PD-ABU-517
112246

QUARTERLY PROGRESS REPORT 6

April 1, 1991 to June 30, 1991

AED

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PRIMARY EDUCATION DEVELOPMENT PROGRAM

QUARTERLY REPORT SIX

For the Period April 1 through June 30, 1991

OVERVIEW

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

Two weeks into the fifth quarter, the entire TA team was evacuated from Pakistan, along with most other "unessential" Americans living and working in Pakistan, including agency personnel, both direct hires and contracted employees, and those working for agency contractors. A caretaker crew of personnel remained in the Mission and other American agencies. All the TA team except the Chief of Party remained in Washington, DC, working in offices set up in AED until two weeks or so into the sixth quarter. The Chief of Party had returned in the last week of the fourth quarter.

Therefore, during the sixth quarter, the team's activities focused on re-entry and reassessment of what could be accomplished of the 1990/1991 Annual Work Plan. Priority was placed on the most vital and most achievable activities.

A few proved impossible to accomplish and were canceled outright; others, not possible to accomplish completely during the time remaining in the fiscal year, were deferred until the next fiscal year.

Administrative Matters

The Team Returns

By April 25, the entire TA team was back in place, except for Tom LeBlanc, EMIS Advisor in NWFP, who was not able to return to Peshawar until June 29. The Chief of Party had returned in the last week of March.

There was speculation during the evacuation period about to how long it would take to get the program back up to speed, to recover the good working relationships that had been obtained previously with our Pakistani counterparts, and to rebuild the trust level that had existed prior to the evacuation.

It was hoped that in a month or so these two elements vital to an effective TA program could be re-established. In fact, it took virtually no time, largely, we believe, because the teams kept in close touch with their counterparts and with other donors during the evacuation through telephone, fax, and the use of international courier services.

The close communication the team maintained with their Pakistani counterparts and employees in the BEMIS Center allowed them to work well and gain confidence in their ability to accomplish much on their own without close support and supervision.

Annual Program Reviews

The Annual Progress Reviews and preliminary consideration of the FY 91/92 Annual Plans took place on May 8 in Balochistan and on May 13 in NWFP.

The Balochistan PED Steering Committee approved the 1991/92 Annual Work Plan on May 29. In NWFP, the Steering Committee meeting to approve the Work Plan was scheduled for June 29 but had to be cancelled and re-scheduled, at USAID's request, for an August date.

Personal Ledger Accounts (PLA)

In Balochistan, the PED PLA was declared non-lapsable on June 18, thereby protecting it against any redirection of funds and, equally important, guaranteeing that no delays in PED activity will occur due to the need to reestablish accounts.

In NWFP, provincial officials followed the ruling of the Accountant General of Pakistan that the PLAs could not be non-lapsable. Consequently, the funds remaining in the account lapsed on June 30 but with provision made by the Department of Finance that it would be re-deposited in the PLA account in early July.

EMIS

Spring school census was conducted in all districts of Balochistan. In NWFP no spring school census was conducted, but data on fifth-grade examination scores and district-level financial matter were collected.

The final two phases of the Human Resource Survey began in the Mekran Division of Balochistan on June 4.

On June 13, the first group of Pakistanis being trained to manage the BEMIS satellite centers completed their training.

Donor Coordination

- The first Donor Coordination Meeting was held in Quetta on June 28. Organized by the PED staff and Education Department officials, the full-day meeting was very successful, with representatives of the majority of the donor organizations attending from Islamabad.
- In NWFP, an NWFP Committee to Coordinate the Development of Instructional Materials was formed on June 5 with membership of the Primary Directorate, the Curriculum Bureau, the Textbook Board, UNICEF, the Pak-German Bas Ed Project, the PCRP, the ADB funded Girls' Education Project, and the PED TA team. The committee will meet every two months and will provide general coordination of the development and field-testing of all new instructional materials designed for use in the primary schools of the province.

The committee also approved the Workshop on Development of Instructional Materials to be held in August, for which the TA team and the staff of the member organizations and projects would act as trainers, and were informed that a substantial number of primary school teachers would be invited to attend, the most successful of whom would join the Instructional Materials Development Cell writers on detail from their schools.

- In NWFP, the Pak-German Bas Ed submitted their newly developed mathematics instructional materials for a friendly critique by the PED TA staff.

Program Matters

- In Balochistan, the second group of females was graduated from the Female Mobile Teacher Training Program on April 20-21.
- At the request of the Director, Bureau of Curriculum & Extension in May, 1991, a proposal was written to the GOB for an alternative PTC "Crash Program" as a means of providing training to the 8,000 untrained teachers employed in Balochistan. The proposal was submitted by the Director to the Secretary of Education for his approval June 17, 1991.

The program would extend over four phases during the next two years. It would establish for the first time a baseline for all primary teachers in the province. Concurrently, a new pre-service PTC is to be planned to replace the current in-service program. This activity will help in reshaping the primary education system in Balochistan.

The PCRP-Balochistan Cell has also completed its initial review of Class 1 texts of the Quaida, the Integrated Text, and the Math text. It is planning to overlay a very specific skill sequence for each text, which will be formulated in supplementary materials during the next quarter of the year.

- From May 25 to 30, a workshop was held in NWFP Primary Education Directorate to train Assistant District Education Officers as master trainers of learning coordinators in effective teaching practices, using a training program designed by the TA.

Private Education

On April 6, the Chief of Party, Sarah Tirmazi, and Shahnaz Wazir Ali held a meeting with the Chief Minister of Balochistan, the Secretary of Education, and the Additional Director of Primary Education to discuss the creation of an educational foundation in Balochistan to encourage the further development and expansion of private education.

After discussion, the Chief Minister expressed interest in the notion and asked that the idea be referred to the Minister of Education for consideration.

On April 29 a similar meeting, the second in NWFP, to create the Frontier Education Foundation, was held with the Chief Minister, a number of cabinet members and officials of the Secretariat.

The group was in favor of having the issue developed further and asked that more detailed plans be presented when ready for their consideration.

Master Work Plans for NWFP and Balochistan

The following sections of the report list the activities and their task-level work-breakdown structures specified in the 1990/91 Master Work Plans for the two provinces, giving the start dates, anticipated end dates, responsible staff, and the status of each as of June 30.

PRIMARY EDUCATION DEVELOPMENT PROGRAM

MASTER WORKPLAN

Northwest Frontier Province

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

I. Organization of the Directorate of Primary Education

- a) Review, evaluate the Organizational Study of Primary Education and make recommendation for a plan of action

Start: 5/90 End: 6/90 Staff: Mumtaz Akbar, Shah Jehan Khan

Status: Completed.

- b) Secure building for Directorate

Start: 5/90 End: 8/90 Staff: Shah Jehan, Fida Hussain

Status: Completed.

- c) Interdepartmental review of action plan recommendations stemming from the review and evaluation of the Organizational Study (Finance, P&D, Law, Establishment) for Secretary Education

Start: 9/90 End: 9/90 Staff: Shah Jehan

Status: Completed and approved.

- d) Preparation of a summary on the Establishment of the Directory of Primary Education NWFP Province for the Chief Secretary government of NWFP, containing full and complete details on staffing the Directorate, including "job manuals" for Directorate staff

Start: 9/90 End: 9/90 Staff: Shah Jehan, Fida Hussain, Wade Robinson

Status: Completed and approved.

- e) Develop complete plan for Bi-furcation of Primary/Secondary Directorates, including complete organization charts for each; staff distribution plans between the two; determining the administrative and financial powers of the two; re-apportioning the budget of the schools Directorate into separate budgets for the two; declaring each directorate an attached" department; and sending the entire case to S&GA Department for the necessary notification and conferment of power

- Start: 24/11/90 End: 15/12/90 Staff: Shah Jehan, Director of Education (schools), Chief Planning Officer Educ. Deputy Sect. Educ.(admin) Additional Sect. Educ.
Status: Completed and submitted.
- f) Securing approval from PED, Finance Departments for release of new posts for 31 male/female D.E.O.s
Start: 11/90 End: 31/12/90 Staff: Shah Jehan, Fida Hussain
Status: Approval secured.
- g) Secure approval by USAID of Organization of Primary Directorate
Start: 7/90 End: 31/12/90 Staff: Shah Jehan, Fida Hussain
Status: Approval secured.
- h) Transfer of staff (28 posts) from Directorate of Schools to Primary Education Directorate
Start: 1/1/91 End: 1/15/91 Staff: Shah Jehan
Status: Approved; transfers to be complete by 5/1/91.
- i) 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: 5/1/91 End: 17/1/91 Staff: Ejaz Rahim, Sect.of Educ. Shah Jehan
Status: Completed.
- j) Issuance of Bi-furcation notice
Start: 1/1/91 End: 1/1/91 Staff: Shah Jehan
Status: Bi-furcation notice issued in February.
- k) Directorate becomes fully operational
Start: 7/90 End: 1/91 Staff: Shah Jehan, Fida Hussain, Wade Robinson
Status: Process well begun; should be complete by 5/1/91.
- l) Plan, design and implement job specific training for Deputy Directors, assistant Directors.
Start: 2/91 End: ongoing Staff: Wade Robinson, Mona Habib, Nick Cowell, Tom LeBlanc, Shah Jehan
Status: Deferred until next Annual Work Plan.

- m) Plan, design, and implement an O.D. and management training plan for Directorate staff (Director, Additional Directors, Deputy Directors, Assistant Directors, DEO's and SDEO's)

Start: 2/91 End: ongoing Staff: Wade Robinson, Deputy Director Training and Curriculum
T.A.

Status: Deferred until next Annual Work Plan.

- n) Train relevant Deputy Directors (Training and Curriculum, Research, Development, and Evaluation) and the assistants in Project management Skills

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

Status: Deferred until next Annual Work Plan.

II. FEMALE PROMOTION STUDY

- a) Design of the study

Start: 2/91 End: 2/92 Staff: Additional Dir. Primary Educ. (Female) Deputy Dir. Training and Curriculum Wade Robinson TA

Status: Deferred until next Annual Work Plan.

- b) Completion of female promotion plan

Start: 3/91 End: 3/92 Staff: Additional Dir. Primary Educ. Deputy Dir. Training and Curriculum, Wade Robinson TA

Status: Deferred until next Annual Work Plan.

- c) Implementation of plan

Start: 4/1/91 End: ongoing Staff: Deputy Dir. Training and Curriculum; Wade Robinson; TA

Status: Deferred until next Annual Work Plan.

III. IMPROVEMENT IN THE INFORMATION/PLANNING BASE

Organization of EMIS

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

Start: 10/90 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: 11/3/90 End: 11/8/90 Staff: LeBlanc, Khattak, Naheed
Status: Completed.
- c) Print questionnaire
Start: 11/12/90 End: 12/12/90 Staff: LeBlanc, Khattak
Status: Completed.
- d) Develop database structure
Start: 11/13/90 End: 11/28/90 Staff: LeBlanc, Khattak
Status: Completed.
- e) Prepare computer training
Start: 11/24/90 End: 11/28/90 Staff: LeBlanc, Khattak
Status: Delayed until staff to be trained are selected.
- f) Pilot district computer training
Start: 12/1/90 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: 12/8/90 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
Status: Completed.

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

Status: Not possible until USAID-supplied computers arrive.

l) Validate data

Start: 2/16/91 End: 3/13/91 Staff: LeBlanc, Khattak

Status: 10% sample data collected as a data validation check but not possible to complete validation until data are input.

m) Utilize data

Start: 3/18/91 End: 5/15/91 Staff: LeBlanc, Khattak

Status: Not possible until data are input and analyzed.

n) Plan for Phase II of EMIS implementation

Start: 5/18/91 End: 6/12/91 Staff: LeBlanc, Khattak

Status: Awaits successful completion and analysis of experience in Phase I.

IV. HUMAN RESOURCE SURVEY

a) Assign counterpart(s) and revise plan

Start: 9/90 End: 9/90 Staff: Cowell, Kawsar, Khattak

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 Staff: Cowell, Kawsar, Khattak

Status: Completed.

c) Retrain Kawsar and companion

Start: 9/90 End: 9/90 Staff: Cowell, Kawsar, Khattak

Status: Delayed until second person appointed.

d) Arrange logistics and backup

Start: 9/90 End: 9/90 Staff: Cowell, Kawsar, Khattak

Status: Delayed until Directorate able to access funds.

e) Conduct study

Start: 9/90 End: 11/90 Staff: Kawsar, Khattak, Cowell

Status: Delayed until Directorate able to access funds.

f) Tabulate and analyze results

Start: 11/90 End: 2/91 Staff: LeBlanc, Kawsar, Khattak, Cowell

Status: Must await completion of Phase I.

g) Write report

Start: 2/91 End: 2/91 Staff: Kawsar, Cowell

Status: Not accomplished. Must wait until study is completed.

V. STUDY TOURS

Start: 9/90 End: 1/91, and ongoing

Status: Tours planned. Personnel nominated. Approval process in NWFP underway.

a) Assign counterpart(s) and revise plan

Start: 9/90 End: 9/90 Staff: Shah Jehan, Cowell

Status: Counterpart assigned, revised plan awaits analysis of staff abilities, their training needs, and timing.

- b) Determine procedures used for study tours at USAID, AED, Government of NWFP, and Department of Education NWFP

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

Status: Completed.

- c) Determine needs and objectives for study tours

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

Status: Delayed until staff appointed.

- d) Coordinate with DEE staff, USAID, and AED in organizing tours and choosing participants

Start: 10/90 End: 12/90 Staff: Cowell, Shah Jehan, Robinson

Status: Delayed until staff appointed.

- 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.

- f) Conduct tours

Start: as planned End: as planned Staff: as planned

Status: Processing of selected personnel by NWFP not yet complete.

VI. Development of a Computerized Personnel System

- a) Determine system needs

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

Status: Deferred until next Annual Work Plan.

- b) Design and computerize system

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

Status: Deferred.

- c) Develop training plans for personnel system users

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

Status: Deferred.

- d) Data entry, cleaning, and system made operational

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

Status: Deferred.

VII. 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

Status: Deferred until next Annual Work Plan.

TEACHER SUPPLY AND TRAINING

VIII. Teacher Content Knowledge

Start: 4/91 End: 7/91

Status: Deferred until next Annual Work Plan.

- a) Assign counterpart(s) and revise plan

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

Status: Deferred.

- 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
Status: Deferred.
- g) Give tests
Start: 5/91 End: 5/91 Staff: consultant, Cowell
Status: Deferred.
- h) Analyze test results
Start: 6/91 End: 6/91 Staff: consultant, Cowell
Status: Deferred.
- i) Write report
Start: 6/91 End: 7/91 Staff: consultant, Cowell
Status: Deferred.
- j) Plan strategy to fill teacher content and language gaps
Start: 7/91 End: 7/91 Staff: consultant, Cowell
Status: Deferred.

IX. MULTI-GRADE TEACHING STUDY

- a) Assign counterpart(s) and revise plan
Start: 1/91 End: 1/91 Staff: Cowell
Status: Status 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
Status: Deferred until next Annual Work Plan.
- e) Conduct study
Start: 1/91 End: 3/91 Staff: Rugh, Cowell
Status: Deferred until next Annual Work Plan.
- 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
Status: Deferred.

h) Devise plan based on study

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

Status: Deferred.

X. CLASSROOM INSTRUCTION

a) Assign counterparts and revise plan

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

Status: Not accomplished. This activity was re-thought and a revised activity planned to develop an in-service teacher training program to accompany the PCRIP instructional materials, once those have been developed. Action was therefore deferred until the next Annual Work Plan.

b) Review all literature and documents

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

Status: Completed.

c) Design course and create materials

Start: 11/90 End: 12/90 Staff: Cowell

Status: Canceled.

d) Arrange logistics of pilot test #1 for trainers

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

Status: Canceled.

e) Conduct pilot test #1

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

Status: Canceled.

f) Revise materials, format, schedule, procedures, methodology, etc.

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

Status: Canceled.

- g) Arrange logistics of pilot test #2 for trainers
Start: 2/91 End: 2/91 Staff: Cowell
Status: Canceled.
- h) Conduct pilot test #2
Start: 2/91 End: 2/91 Staff: Cowell
Status: Canceled.
- i) Revise, as above
Start: 2/91 End: 2/91 Staff: Cowell
Status: Canceled.
- j) Design teacher training workshops
Start: 2/91 End: 2/91 Staff: Cowell
Status: Canceled.
- k) Design evaluation of student achievement
Start: 2/91 End: 2/91 Staff: Cowell, Rugh, Warwick
Status: Canceled.
- l) Conduct teacher training
Start: 2/91 End: 2/91 Staff: Cowell
Status: Canceled.
- m) Evaluate students
Start: 4/91 End: 4/91 Staff: Cowell
Status: Canceled.
- n) Analyze evaluation data
Start: 4/91 End: 4/91 Staff: Cowell
Status: Canceled.

- o) Write report with recommendations

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

Status: Canceled.

XI. SUPERVISOR AND LEARNING COORDINATOR EFFECTIVENESS PLAN

This study was deferred until the next Annual Work Plan and will be designed to evaluate the Learning Coordinator Training Program for which Cowell designed and wrote the curriculum during the evacuation period. Upon his return in April, ASDEOs were trained in all the non-WB districts as master trainers. They, in turn, trained some 500 male and female learning coordinators before the end of the quarter.

Status: Deferred until next Annual Work 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 terms of reference

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

Status: Deferred.

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 progress.

XII. ASSESSMENT OF PTC TRAINING

Because no counterparts became available until January when the TA Team was evacuated, it was not possible to begin the study in the fall of '91. The study has to begin at or near the beginning of the academic training period for the PTC, which begins in September in the GCETs. Hence, having missed the fall '90 start, the activity was re-planned for fall '91. During the evacuation period when it became known that PED was to be phased out, a decision was made to revise TA program priorities. This study was given a low priority in view of the other more pressing teacher training and supply issues for which a solution might be found and implemented within the remaining time of the contract and grant.

a) Assign counterpart(s) and revise plan

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

Status: Canceled.

b) Review documents and materials

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

Status: Canceled.

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

Status: Canceled.

e) Oversee study after consultants leave

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

Status: Canceled.

f) Write report

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

Status: Canceled.

g) Revise plan based on study

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

Status: Canceled.

XIII. ALTERNATIVE FORMS OF TEACHER TRAINING

a) Review documents and materials

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

Status: Completed.

b) Interview Mubarak Shah

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

Status: Completed.

c) Discuss problems and prospects with PED team, DEE 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: Staff: Cowell

Status: Canceled.

h) Evaluate pilot exercise

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

Status: Canceled.

i) Write report with recommendations

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

Status: Canceled.

XIV. TEACHER SUPPLY AND TRAINING PLAN

a) Assign counterpart(s) and revise plan

Start: 10/10/90 End: 10/10/90 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: Canceled; Rugh did work during Oct. '90.

e) Complete planning task

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

Status: In progress.

f) Write master training and supply plan

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

Status: No counterpart assigned. Awaits staff appointment. New plan created and approved.

XV. COMMODITIES SUPPORT

a) Assign counterpart(s) and revise plan

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

Status: Plan was revised though no counterpart was available.

b) Brainstorm needs and strategies with PED team in both provinces.

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

Status: Completed.

c) Brainstorm needs with DEE staff and other relevant educators.

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

Status: Completed.

d) Brainstorm needs with GCET staff and visit GCET classes and facilities.

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

Status: Not accomplished.

e) Obtain and examine catalogs

Start: 11/90 End: 1/90 Staff: Cowell

Status: Deferred.

- f) Based on information gathered, talk again with PED and DEE personnel
Start: 11/90 End: 11/90 Staff: Cowell
Status: Deferred.
- g) Draw up specifications
Start: 12/90 End: 12/90 Staff: Cowell
Status: Deferred until next Annual Work Plan.
- h) Order items
Start: 12/90 End: 12/90 Staff: Cowell
Status: Not accomplished.
- i) Specify use and train for use
Start: 4/91 End: 5/91 Staff: Cowell
Status: Deferred.
- j) Distribute and install items
Start: 4/91 End: 5/91 Staff: Cowell
Status: Deferred.
- k) Determine maintenance and repair policies and budget
Start: 4/91 End: 4/91 Staff: Cowell
Status: Deferred.
- l) Check on use and retrain, as necessary
Start: 5/91 End: 5/91 Staff: Cowell
Status: Deferred.
- m) Reorder as appropriate
Start: 5/91 End: 5/91 Staff: Cowell
Status: Deferred.

XVI. 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 progress.
- 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
Status: Deferred.
- g) Monitoring program
Start: 2/91 End: 2/91 Staff: Cowell
Status: Deferred.

h) Write report with recommendations

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

Status: Deferred.

XVII. MIDDLE AND SECONDARY SCHOOL STIPENDS FOR RURAL GIRLS

Activity was deferred until the next Annual Plan because of the evacuation.

a) Assign counterpart(s) and revise plan

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

Status: Deferred.

b) Review past history and define "disadvantaged," "rural," etc.

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

Status: Completed in Washington during the evacuation.

c) Identify girls who will get stipends

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

Status: Deferred.

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

Status: Deferred.

e) Create budget

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

Status: Deferred.

f) Administer program

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

Status: Deferred.

g) Monitor and evaluate program

Start: 5/94 End: 6/91 Staff: Cowell

Status: Deferred.

h) Write report with recommendations for revision and extension.

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

Status: Deferred.

XVIII. DISTANCE CERTIFICATION PROGRAMS FOR SECONDARY GIRLS

Start: 1/91 End: 6/91

Status: Deferred until next Annual Work Plan.

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 progress.

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

Status: Deferred.

g) Monitor program

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

Status: Deferred.

h) Write report with recommendations

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

Status: Deferred.

XIX. EXPANDED ALLOWANCES FOR FEMALE PTC STUDENTS

This activity had to be deferred until the next Annual Plan because of the evacuation.

a) Assign counterpart(s) and revise plan

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

Status: Deferred.

b) Choose women for pilot experiment

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

Status: Deferred.

c) Design pilot experiment, including budget and delivery system

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

Status: Deferred.

d) Design evaluation

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

Status: Deferred.

e) Conduct pilot experiment

Start: 4/91 End: 6/91 Staff: Cowell

Status: Deferred.

f) Evaluate and analyze results

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

Status: Deferred.

g) Write report, with recommendations

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

Status: Deferred.

CURRICULUM DEVELOPMENT

XX. Curriculum Bureau Organization Study

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 information 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 study complete.

i) Write report

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

Status: Draft report completed. Revised in March 1991.

XXI. CURRICULUM BUREAU EDUCATION EXTENSION CENTER

a) Assign counterpart(S) and revise plan

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

Status: No counterparts assigned. Plan revision completed.

b) Complete interviews at curriculum bureau
Start: 9/90 End: 9/90 Staff: Cowell, Habib
Status: Interviews completed. Additional questions sent to director.

c) Conduct interview at Education Extension Center
Start: 9/90 End: 9/90 Staff: Cowell, Habib
Status: Interviews completed.

d) Conduct interviews at DPE and with other relevant educators.
Start: 10/90 End: 10/90 Staff: Cowell, Habib
Status: Completed.

e) Write report, with recommendations
Start: 10/90 End: 10/90 Staff: Cowell, Habib
Status: First draft completed. Final drafts awaits information from new director.

f) 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.

XXII. 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) Develop training plan

Start: 10/90 End: 11/90 Staff: Habib

Status: Draft plans discussed but further definite planning deferred until PCRP operation has been authorized and seems assured.

c) Conduct workshop

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

Status: Deferred until '91.

d) Evaluate trainees and select staff from them

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

Status: Awaits workshop.

e) Evaluate workshop and write report

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

Status: Will be completed when workshop finished.

f) Assign testing and writing tasks

Start: 12/90 End: 1/91 Staff: Habib, Jamshed

Status: Awaits completion of workshop.

XXIII. Workshop II. Training for Field Testing

a) Develop training plan, materials

Start: 1/91 End: 1/91 Staff: Robinson, Jamshed

Status: Deferred until next Annual Plan.

b) Select trainees

Start: 11/90 End: 12/90 Staff: Jamshed, Robinson

Status: Deferred.

c) Conduct workshop

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

Status: Deferred.

d) Evaluate workshop

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

Status: Deferred.

e) Write report

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

Status: Deferred.

f) Assign training and materials preparation tasks

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

Status: Deferred.

XXIV. 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

Status: Deferred.

b) Conduct workshop

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

Status: Deferred.

c) Evaluate workshop

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

Status: Deferred.

d) Write report

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

Status: Deferred.

XXV. Workshop IV. Teaching English as a Second Language (Should the Teaching of English in Primary Schools Become Mandatory).

This activity was canceled.

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

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

Status: Canceled.

b) Develop training plan and materials

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

Status: Canceled.

c) Conduct workshop

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

Status: Canceled.

d) Evaluate workshop

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

Status: Canceled.

e) Write report

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

Status: Canceled.

XXVI. 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
Status: Completed.
- b) Conduct study
Start: 11/90 End: 1/91 Staff: Sennett
Status: Completed.
- c) Review findings
Start: 1/91 End: 2/91 Staff: Habib, Sennett
Status: Completed.
- d) Plan strategies and action plan
Start: 2/91 End: 2/91 Staff: Habib, Robinson, Sennett, others
Status: Completed.

XXVII. Contrastive Analysis of "Mother Tongue" Languages and Urdu

- a) Coordinate planning and study design activities
Start: 9/90 End: 10/90 Staff: Habib, Bashir
Status: Completed.
- b) Plan study of graded vocabulary in Urdu and Pushto
Start: 9/90 End: 10/90 Staff: Bashir, Habib, Rugh, Monglori
Status: Plan to conduct graded vocabulary study in Urdu canceled since a study is underway in Punjab and one has been completed in Sind.
- c) Conduct exploratory/feasibility study
Start: 11/90 End: 11/90 Staff: Bashir, Habib, Rugh, Monglori
Status: Completed.

d) Design full scale study

Start: 10/90 End: 11/90 Staff: Bashir, Habib, Rugh, Monglori

Status: Canceled.

e) Conduct study

Start: 12/90 End: 6/91 Staff: Bashir, Habib, DPE staff, Manglori

Status: Canceled.

f) Review findings

Start: 6/91 End: 7/91 Staff: Bashir, Habib, Monglori, Robinson

Status: Canceled.

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

Status: Deferred until studies become available and work on developing new instructional materials in Urdu is to begin.

XXVIII. Achievement Testing Plan

a) Plan study of teachers methods of testing for instructional purposes.

Start: 2/91 End: 2/91 Staff: Habib

Status: Deferred until next Annual Plan because of evacuation.

b) Develop a plan for teachers' use of criterion referenced tests as aids to instruction

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

Status: Deferred until new instructional materials are being prepared when criterion referenced tests will also be developed as assessment tools to help teachers with instructional planning.

c) Integrate development and plan for use of criterion referenced tests with development of instructional materials in PCRCP

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

Status: General plan discussed but definite planning deferred until PCRCP is underway.

XXIX. Study of Kachi/Pakki Curriculum Materials

- a) Assign primary education staff to work on the study

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

Status: Not accomplished because no staff available in December. Staff was assigned in April/May but the study had to be deferred until the next Annual Plan.

- b) Design the study

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

Status: Study was re-designed during the evacuation period.

- c) Train study staff

Start: 3/91 End: 3/91 Staff: Habib

Status: Deferred.

- d) Conduct study

Start: 3/91 End: 4/91 Staff: Habib, Study staff

Status: Deferred.

- e) Analyze data and prepare report of findings

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

Status: Deferred.

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

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

Status: Deferred.

XXX. 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

Status: Activity canceled because of a lack of interest on the part of the Pakistanis for whom it was intended.

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

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

Status: Canceled.

- c) Plan evaluation, review, and reporting system

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

Status: Canceled.

- d) Initiate system operation

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

Status: Canceled.

XXXI. Commodities for Curriculum Bureau

- a) Assign staff to determine needs and specifications

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

Status: Deferred until organization Study has been considered and policy decision taken with respect to the recommendations.

- 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

Status: Deferred.

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

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

Status: Deferred.

INSTRUCTIONAL MATERIALS

XXXII. Textbook Board Organizational Study

- a) Investigate current formal organizational and reporting structure of Textbook Board
Start: 9/90 End: 9/90 Staff: Habib, Monglori
Status: Completed.
- b) Coordinate study design and activities with consultants
Start: 10/90 End: 10/90 Staff: Habib, Higham, Ross
Status: Completed.
- 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 progress.

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

XXXIV. 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

Status: Deferred.

d) Knowledge of training effectiveness, use of new skills and knowledge

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

Status: Deferred

XXXV. 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

Status: Study design reviewed.

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

Status: Will await results from Balochistan.

c) Conduct study

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

Status: Deferred. See above.

Graded Vocabularies (See 2.3.1.4)

XXXVI. 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 Report on workshop

Start: 9/90 End: 9/90 Staff: Giltrow

Status: Completed.

XXXVII. 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.

XXXVIII. Teacher Support Materials

a) Assess needs

Start: 3/91 End: 6/91 Staff: Habib, Monglori, Jamshed

Status: Deferred until next Annual Work Plan because of evacuation.

XC. 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

Status: Preliminary list developed but cost estimates not yet prepared.

- 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

Status: Deferred until next Annual Plan.

CONSTRUCTION

Construction Studies and Activities

XCI. School Mapping

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

Start: 12/90 End: 31/01 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 and A&E firm to study the conditions of existing schools, recommend repairs, rehabilitation program and schedule, prepare a school map

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

Status: Completed.

- c) Select winning A&E firm, conduct study, prepare map, report recommendations with cost estimates
 Start: 31/10 End: 30/03 Staff: Hussain, Shah Jehan, Robinson
 Status: Deferred until '91.
- d) Set up P&D file in EMIS, develop questionnaire, researcher instructions, field test both, revise and prepare researcher training program
 Start: 1/12 End: 31/12 Staff: Khattak, LeBlanc, Robinson
 Status: Deferred until next Annual Plan.
- e) Select LCs/ASDEOs to collect data, validate data, create an EMIS school mapping file
 Start: 5/01 End: 28/02 Staff: Khattak, LeBlanc
 Status: Deferred.
- f) Merge school status information from the A&E study data with school mapping file
 Start: 1/03 End: 30/06 Staff: Khattak, LeBlanc
 Status: Deferred.

XCII. Construction Management Study

- a) Sign contract with winning A&E firm
 Start: 1/07 End: 30/10 Staff: Shah Jehan, Hussain
 Status: Completed.
- b) Conduct study
 Start: 1/11 End: 30/12 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: 15/1 End: 30/12 Staff: Shah Jehan Hussain, Khan, Robinson
 Status: Deferred until '91.

XCIII. Construct Primary Schools

- a) Use C&W to construct DPE schools scheduled for '90/91 construction
Start: 01/12 End: 30/06 Staff: Hussain, A.Khan
Status: C&W will be used to construct schools in 90/91.
- b) Either tender for an A&E firm or notify C&W they will do long-term construction management
Start: 30/1 End: 15/2 Staff: Hussain, Shah Jehan, A.Khan
Status: Action deferred until next Annual Plan.
- c) Finalize site selection criteria, new designs for primary schools, and GCETs
Start: 1/02 End: 30/6 Staff: Hussain, A. Khan, Robinson
Status: Deferred.
- d) Finalize locations for '91/92 schools and GCET construction
Start: 1/11 End: 28/2 Staff: Hussain, Shah Jehan, A.Khan
Status: Completed.
- e) Receive cost estimates for all '91/92 construction
Start: 1/3 End: 30/4 Staff: Hussain, A.Khan
Status: Cost estimates received on those sites that had been selected.
- f) Process PCIs for '91/92 construction
Start: 1/5 End: 30/6 Staff: Hussain, A.Khan
Status: Some PCIs processed. Procedure slow because site selection was delayed by the delay in naming the DDAC Committees.
- g) Develop a five-year construction plan
Start: 28/2 End: 30/6 Staff: Hussain, A. Khan
Status: Deferred.

XCIV. Upgrade Primary Girls' Schools To Middle Schools

- a) Phase I - approval of the first 20 schools to be upgraded

Start: 1/07 End: 20/10 Staff: Hussain, A. Khan

- b) Construction

Start: 1/11 End: 30/6 Staff: A. Khan

- c) Phase II - approval of second 20 schools to be upgraded

Start: 1/11 End: 31/12 Staff: Husain, A. Khan

- d) Construction

Start: 15/1 End: 30/6 Staff: A. Khan

XCV. Construction of Hostels at Four Female GCETs

- a) Approval of PCIs

Start: 1/7 End: 31/10 Staff: Hussain

Status: Completed.

- b) Construction

Start: 1/11 End: 30/6 Staff: A. Khan

XCVI. Construction of New GCETs

- a) Site selection and acquisition

Start: 1/1/91 End: 31/4 Staff: Husain, Shah Jehan, A.Khan

Status: Sites selected.

- b) Approval PCIs

Start: 1/1 End: 8/2 Staff: Husain, A.Khan

Status: Completed.

XCVII. Construction Warehouse for the Textbook Board

a) Tender for construction

Start: 31/10 End: 15/12 Staff: Hussain, A.Khan

Status: Tender delayed until C&W ready, probably 1/91.

b) Construction

Start: 1/1 End: 30/6 Staff: A.Khan

Status: Construction not begun, deferred until next year.

XCVIII. D.P.E. Office Complex

a) Develop user needs and specifications

Start: 1/11 End: 30/11 Staff: Hussain, A.Khan

Status: Preliminary user needs identified by Mohammad Jan.

b) Decide whether to use C&W to plan and construct or to tender to an A&E firm

Start: 1/11 End: 1/11 Staff: Husain, Shah Jehan, Robinson

Status: Decision made to use an A&E firm.

c) Design building

Start: 1/12 End: 28/2 Staff: Hussain, A.Khan

Status: Deferred until decision made as to who would design.

d) Tender for construction

Start: 30/3 End: 30/5 Staff: Hussain, Shah Jehan, A.Khan, Robinson

Status: Deferred until next year.

e) Construction

Start: End: as planned Staff: A.Khan

Status: Deferred.

XCIX. PRIVATE PRIMARY EDUCATION

a) Review private schools study

Start: 1/11 End: 30/11 Staff: Robinson, Shah Jehan

Status: Completed.

b) Describe and assess the role of private primary schools in NWFP, determine needs and potential

Start: 15/12 End: 28/2 Staff: Shah Jehan, Robinson, consultant

Status: Deferred until next Annual Work Plan.

c) Analyze costs, both capital and recurrent, study regulations, rules

Start: 15/12 End: 28/2 Staff: Shah Jehan, Robinson, consultant

Status: Deferred.

d) Make report with recommendations for a plan of action

Start: 28/2 End: 20/3 Staff: Shah Jehan, Robinson, consultant

Status: Deferred.

e) Implement plan of action

Start: 1/4 End: 30/6 Staff: Shah Jehan

Status: Deferred.

**MASTER PLAN
PRIMARY EDUCATION DEVELOPMENT PROGRAM
BALOCHISTAN 1990/91
JUNE 30, 1991**

2.1 ADMINISTRATION AND MANAGEMENT

2.1.1 Improve the Capacity of the Office of the Additional Director

2.1.1.1 Establish Position of Additional Director and Strengthen and Expand the Office

2.1.1.2

Start: 7/90 End: 6/91 Staff: Malik, F. Jaffar

a) SNE for Additional Director, Asst Director, Deputy Director

Start: 7/90 End: 9/90 Staff: Malik, F. Jaffar

Status: Complete.

b) SNE for two Deputy Directors, four Assistant Directors, Accounts Officer

Start: 7/90 End: 4/91 Staff: Malik, F. Jaffar

Status: SNE Approved Oct. '90 - Two Deputies and one assistant selected but not approved

c) SNE for Temporary Primary Education Facility

Start: 8/90 End: 11/90 Staff: Malik, F. Jaffar

Status: Complete (except for telephones).

2.1.1.3 Management Seminars for Senior Staff

a) Design Workshops

Start: 10/90 End: 06/91 Staff: Malik, Darnell

Status: Initial design complete.

b) Plan and implement Program Management Skills workshop

Start: 11/90 End: 02/91 Staff: Malik, Darnell

Status: Complete.

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- c) Plan and implement Strategic Planning For Change workshop

Start: 11/90 End: 09/91 Staff: Malik, Talha, Darnell

Status: Complete.

2.1.1.4 In-Service Workshops: Administrators, Supervisors, Head Teachers

- a) Design workshops

Start: 03/91 End: 09/91 Staff: Malik, Deputies, Darnell, Buzdar

Status: Postponed.

- b) Implement workshop in the decentralized divisions

Start: 05/91 End: 09/91 Staff: Malik, Deputies, Darnell, Buzdar

Status: Decentralization delayed.

2.1.1.5 Provide Facilities and Equipment (Ongoing Activity: Deleted here and included elsewhere)

2.1.1.6 Long-Term Ph.D. and Master's Candidates

- a) Identify candidates; schedule tests; interface USAID/AED

Start: 08/91 End: 09/91 Staff: Malik, Franklin, USAID/C. Brown

Status: Ongoing.

2.1.2 Conduct Policy-Related Organizational Studies

2.1.2.1 Plan Policy-Related Organizational Studies

- a) Support USAID-sponsored private school study

Start: 08/90 End: 10/90 Staff: Malik, Kausar,

Status: Complete.

- b) Conduct secondary analysis Of mosque school data

Start: 01/91 End: 08/91 Staff: Dost M., Darnell, Toor

Status: In progress.

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: Complete.

b) Conduct phase I of study

Start: 10/90 End: 01/91 Staff: Buzdar

Status: Complete.

c) Conduct phase II of study

Start: ? End: ? Staff: Buzdar

Status: Decentralization postponed.

2.1.2.3 Female Promotion Plan

a) Design study and collect data

Start: 12/90 End: 10/91 Staff: Malik, Darnell, Suman

Status: In progress.

b) Analyze data; perform management review; prepare plan

Start: 02/91 End: 10/91 Staff: Malik, Suman, Darnell

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: 06/91 Staff: Malik, Darnell

Status: Selected facilities & personnel in progress.

b) Train operators and install system

Start: 01/91 End: 07/91 Staff: Akbar, Valdes, Jaffar

Status: On schedule.

c) Develop expansion plan

Start: 02/91 End: 06/91 Staff: Malik, BEMIS Staff, Darnell

Status: Complete.

2.1.3.1 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.

c) Train managers, operators and data management staff

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

Status: First cadre trained. Complete.

2.1.3.3 School Census - Fall 90

a) Develop data collection proforma

Start: 07/90 End: 09/90 Staff: F. Jaffar

Status: Complete.

b) Develop data collection plan

Start: 08/90 End: 10/90 Staff: F. Jaffar, Quazalbash

Status: Complete.

c) Manage data collection

Start: 10/90 End: 12/90 Staff: F. Jaffar, Quazalbash

Status: Complete.

d) Process and edit data; process and edit proforma

Start: 12/90 End: 01/91 Staff: Quazalbash, F. Jaffar

Status: Complete.

e) Construct data base and associated software

Start: 10/90 End: 12/90 Staff: F. Akbar, Valdes

Status: Complete.

f) Enter data on computer system

Start: 12/90 End: 02/91 Staff: F. Akbar, Valdes

Status: Incomplete.

2.1.3.3B School Census - Spring 90

a) Develop proforma and data collection plan develop proforma and data collection plan

Start: 12/90 End: 01/91 Staff: F. Jaffar, Quazalbash, Malik

Status: Complete.

b) Collect/edit and process data

Start: 02/91 End: 04/91 Staff: Quazalbash, F. Jaffar, F. Akbar

Status: Complete.

c) Analyze census data; prepare reports

Start: 07/91 End: 09/91 Staff: Darnell, Valdes, Akbar

Status: Begin in July 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: Complete.

b) Phase II: Rural

Start: 06/91 End: 10/91 Staff: Quazalbash, F. Jaffar, F. Akbar

Status: In progress.

c) Phase III: Far flung

Start: 06/91 End: 10/91 Staff: Quazalbash, F. Jaffar, F. Akbar

Status: In progress.

d) Write report (with recommendations for use of HRS)

Start: 09/90 End: 04/90 Staff: A. Rugh

Status: Complete.

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: Design complete.

b) Financial management system component

Start: 10/90 End: 09/91 Staff: D. Martin, Atta Abbas

Status: Phase I complete. Delay implementation.

c) Development of activity schedules; assign resources

Start: 07/90 End: 12/90 Staff: Darnell, Malik, Deputies

Status: Schedules and budget complete.

d) Establish review and update procedures by management

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

Status: Complete.

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 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 at Quetta)

2.2.1 Teacher Supply and Training Study

a) Coordinate planning and study design activities

Start: 10/90 End: 04/91 Staff: Yousufi, Malik, Darnell (temp)

Status: Completed.

b) Collect and analyze data

Start: 10/90 End: 03/91 Staff: Yousufi, TBD, Darnell (temp)

Status: Completed.

c) Prepare implementation plan

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

Status: To be completed Aug. 1991.

2.2.2 Increasing the Supply of Teachers with Emphasis on Female Teachers

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2.2.2.1 Female Teacher and Student Incentive Plan

- a) Collect policies and procedures on present condition and incentive for female teachers

Start: 10/90 End: 12/90 Staff: Bhattacharjea

Status: In progress.

- b) Write report

Start: 11/90 End: 12/90 Staff: Bhattacharjea

New End: 06/30/91

Status: In progress.

- c) Develop strategy paper

Start: 01/91 End: 04/91 Staff: Bhattacharjea

New End: 06/30/91

Status: In progress.

- d) Design pilot experiment

Start: 03/91 End: 06/91 Staff: Yousufi, TBD

New End: 08/31/91

Status: Delayed due to evacuation.

2.2.2.2 Stipends for Rural, Middle and Secondary School Girls

- a) Collect data on population of available girls (using Human Resource Survey)

Start: 02/90 End: 06/90 Staff: TBD

Status: Under policy review.

- b) Identify girls who will get stipends

Staff: TBD

Status: Delayed until 1991/92.

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- c) Develop strategy for: (1) amount of stipends; (2) delivery system; (3) monitoring of delivery; 4) Girls' progress

Staff: TBD

Status: Delayed.

2.2.2.3 Distance Certificate Incentives (AIOU Matric)

Status: Currently under review.

2.2.3 Closed Girls' Schools

2.2.3.1 Mobile Teacher Training Project (See Curriculum Section)

2.2.3.2 Social Marketing/Media Campaign Program

Start: 01/90 End: 06/90 Staff: TBD, Malik, Darnell

New End: 10/31/91

- a) Identify consultant and design campaign

Start: 01/90 End: 04/90 Staff: Malik, Darnell

New End: 08/31/91

Status: On hold.

2.2.3.3 Female Teachers to Re-Open Closed Schools

Start: 09/90 End: 06/91 Staff: Malik, Yousufi

Status: 100 positions sanctioned; assignment made 06/15/91.

- a) Sanction new positions

Start: 09/90 End: 12/90 Staff: Malik, Jaffar

Status: Completed.

- b) Prepare plan to incorporate new teachers into ongoing training programs (#2.2.5.3) and opening of new or defunct schools (#2.2.2.3)

Start: 01/90 End: 06/90 Staff: Yousufi, S.Zahir, F. Jaffar

Status: On hold (See above).

2.2.4 Evaluate and Improve Teacher Training Programs

2.2.4.1 Start: 01/91 End: 06/91 Staff: Rugh, Nissar, TBD

Status: On hold.

- a) Based on results of study, design plan for implementation of recommendations. New plan for crash course to be done.

Start: 03/91 End: 06/91 Staff: Hughes, Anwar

Status: Proposal written and presented to Secretary on 06/17/91.

2.2.4.2 Improvement in Instructional Methods

Start: 01/91 End: 06/91 Staff: Yousufi, Nissar, TBD

Status: Basis- NWFP study. Awaiting NWFP study, possibly dropped.

- a) Observe activities of NWFP team

Start: 02/91 End: 04/91 Staff: Yousufi, Nissar, TBD

New End: 09/91

Status: Awaiting NWFP, possibly dropped.

- b) Produce limited materials for Balochistan

Start: 03/91 End: 06/91 Staff: TBD

Status: Awaiting NWFP.

- c) Prepare and implement short training course in effective teaching methods

Start: 05/91 End: 06/91 Staff: Yousufi, Nissar, TBD

New End: 10/91

Status: Activity dropped. See new PTC crash course.

2.2.5 Teacher Enrichment

2.2.5.1 Female Study Tours

Start: 12/90 End: 06/91 Staff: Malik, Yousufi, Hughes

Status: Will coordinate with NWFP.

New Status: Tours in question

2.2.5.2 Evaluation of Learning Coordinator Effectiveness

Start: 03/91 End: 06/91 Staff: Yousufi, TBD

Status: Delay. Plan only in 90/91. Rely on NWFP since few learning coordinators in Balochistan. Drop.

2.2.5.3 In-Service Training (Conduct a series of in-service training workshops for up to two teachers in each district

Start: 09/90 End: 06/91 Staff: TBD

Status: Canceled for FY90/91. See 91-92 Crash PTC.

a) Identify workshop locations

Start: 09/90 End: 09/91 Staff: TBD

Status: Canceled.

b) Design training course and create materials

Start: 09/90 End: 01/91 Staff: TBD

Status: Canceled.

c) Conduct training sessions for teacher trainers

Start: 02/91 End: 06/91 Staff: TBD

Status: Canceled, See 91-92 Crash PTC.

d) Design evaluation process

Start: 02/91 End: 06/91 Staff: TBD

Status: Canceled. See 91-92 Crash PTC.

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b) Prepare lists

Start: 02/91 End: 04/91 New End: 06/30/91

Status: In progress.

c) Develop budget and procurement schedule

Start: 02/91 End: 05/91 Staff: TBD

New End: 09/30/91

Status: Short-Term TA requested 05/08/91. Awaiting USAID approval.

2.3 CURRICULUM DEVELOPMENT AND INSTRUCTIONAL MATERIALS

2.3.1 Curriculum Development and Instructional Materials

2.3.1.1 Activity One: Organizational Study of the Textbook Board

Start: 07/01/90 End: 10/31/90 Staff: Akbar, Hughes

Status: Completed 10/31/90.

a) Work with TB Secretary to review current organization

Start: 07/01/90 End: 08/31/90 Staff: Hughes, Akbar

Status: Completed.

b) Discuss work tasks with staff

Start: 08/31/90 End: 09/15/90 Staff: Hughes, TB staff

Status: Completed.

c) Review results with Secretary

Start: 09/16/90 End: 10/15/90 Staff: Hughes, Akbar

Status: Completed.

d) Finalize results through written report and review with Sec.TB

Start: 10/16/90 End: 10/31/90 Staff: Hughes, Akbar

Status: Completed.

e) Distribute report

Start: 10/31/90

Status: Distributed to G.O.B and PED Team Leader

2.3.1.2 Activity Two: Organizational Study of the Bureau of Curriculum and Extension Centers

Start: 07/08/90 End: 10/31/90 Staff: Hughes, New Dir., Anwar, Et. al.

New End: 07/31/91

a) Work with Director, CB to review current organization

Start: 07/01/90 End: 08/01/90 Staff: Hughes, New Dir., Anwar, Et. al.

b) Discuss work tasks with staff

Start: 07/01/90 End: 08/31/90 Staff: Cb staff of 35+

New End: 07/15/91

Status: Completed.

c) Review results with Director

Start: 09/01/90 End: 09/15/90 Staff: Hughes, Mr. Anwar

New End: 07/31/91

Status: Not yet begun.

d) Finalize results through written report and review with Director

Start: 09/15/90 New End: 08/15/91 Staff: Hughes, Anwar

Status: Not yet begun.

e) Distribute report - 10/31/90

Status: Report not ready.

2.3.1.3 Activity Three: Training Needs Schedule

Start: 11/01/90 End: 12/31/90 Staff: Hughes, Anwar, Akbar

New End: 09/30/91

- a) Use results of organizational studies to determine training needs

Start: 11/01/90 End: 11/30/90 Staff: Same as above

- b) Establish a schedule for local training needs

Start: 12/01/90 End: 12/31/90 Staff: Same as above.

Status: Completed with TB.

- c) Consider long-range need in participant training, short-term study tours, as well as staff in-service training activities for future workshops

Start: 12/01/90 End: 12/31/90 Staff: Same as above

New End: 08/05/91

Status: Partially completed with TB.

2.3.2.1 See 2.3.5.6

2.3.2.2 and 2.3.5.1 and 2.3.5.2

Start: 01/15/91 End: 06/30/91

Status: Completed.

- a) Establish committee of TB and CB to consider policy and procedure of text revisions and teacher guides

Start: 01/15/91 End: 01/31/91

Status: Completed.

- b) Gather input from TB and CB

Start: 02/01/91 End: 06/15/91 Staff: Dost Mohd, Hughes

Status: Completed.

- c) Reconsider local policies and practices

Start: 03/15/91 End: 04/15/91 Staff: Same as above

Status: Completed.

- d) Conduct seminars locally to gather additional perceptions

Start: 04/16/91 End: 05/31/91 Staff: Yet to be determined

Status: Completed.

- e) Make a recommendation to head of TB and CB

Start: 06/01/91 End: 06/30/91 Staff: Yet to be determined

New End: 07/31/91

Status: In process.

2.3.3.1 Computer Training-Admin. and Accounts-TB

Start: 08/01/90 End: 06/30/91 Staff: Hughes, Akbar, et.al

Status: Two months cycles of training underway-4 people trained in Basic, 2 now in Lotus

- a) Hold interest/motivational workshop on job functions to show how "technology works for you".

Start: 08/01/90 End: 08/31/90 Staff: Faheem, Hughes

Status: Completed 08/31/90.

- b) Establish a list of trainees

Start: 08/16/90 End: 08/31/90

Status: Completed 08/31/90.

- c) Formulate training schedule and continue as needed in 2-month cycles

Start: 09/01/90 End: 10/31/90 Staff: Quick Marketing Service Computer Training School

Status: Four people completed Basic/Word Perfect; two people now into Lotus. Training school will repeat the training on a two month cycle.

2.3.3.2 Computer Training (Professional Staff)

Start: 10/31/90 End: 06/31/90 Staff: Same as 2.3.3.1

Status: Early interest from 2.3.3.1 got this activity started in 09/01/90.

2.3.3.3 Activity Three: Textbook Writers Guided Study Tour

Start: 10/01/90 End: 05/31/91 Staff: To be determined

- a) Request nominations for GOB

Start: 09/01/90 End: 11/01/90 Staff: Hughes

Status: Request completed 10/90.

- b) Assist AED in preparation when requested

Start: 11/01/90 End: Ongoing Staff: Hughes

Status: Questionable.

- c) Send off groups

Start: April/91 End: May/91 Staff: Hughes

Status: Questionable.

2.3.3.4 Activity Four: Textbook Publisher Study Tour

- a) Request nomination from TB

Start: 09/01/90 End: 11/01/90 Staff: Hughes

Status: Done.

- b) Assist AED in preparation when required

Start: 11/01/90 End: Ongoing Staff: Hughes

Status: Questionable.

- c) Send off group

Start: 04/01/91 End: 05/01/91 Staff: Hughes

Status: Questionable.

2.3.3.5 Activity Five: Curriculum Development Guided Study Tours

Start: 09/01/90 End: 05/01/91 Staff: Hughes

Status: In progress.

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- a) Request nominations from GOB
Start: 09/01/90 End: 11/01/90 Staff: Hughes
Status: Completed.
- b) Assist AED in preparation when requested
Start: 11/01/90 End: Ongoing Staff: Hughes
Status: Questionable.
- c) Send off group
Start: 04/01/90 End: 05/01/90 Staff: Hughes
Status: Questionable.

2.3.4 Curriculum Development Skills and Practices

2.3.4.1 R&D-PCR Activity

- Start: 11/01/90 End: 06/30/91 Staff: Hughes, Atiq
Status: In progress.
- a) Prepare for baseline survey, description studies
Start: 10/01/90 End: 12/31/90 Staff: Hughes, Atiq
Status: Completed all preparation.
 - b) Conduct baseline studies
Start: 12/01/91 End: 02/28/91 Staff: Hughes, Atiq
Status: Completed 02/15/91.
 - c) Translate data in objectives
Start: 02/01/91 End: 05/01/91 Staff: Hughes, Atiq
Status: Completed on time.

d) Develop sample materials

Start: 04/01/91 End: 05/01/91 Staff: Hughes, Atiq

New End: 08/91

Status: Workshop plans approved and begun 06/01/91.

e) Field-test materials

Start: 05/01/91 End: 06/30/91 Staff: Hughes, Atiq

New End: 11/30/91

2.3.4.2 Follow-up Workshops

Start: 02/01/91 End: 06/30/91 Staff: TA

New End: 12/31/91

Status: Delayed.

2.3.4.3 Curriculum Wing Curriculum Review

Start: 05/01/91 End: 06/30/91 Staff:

New End: 07/31/91

2.3.5.4 Teacher Support Materials

Start: 01/15/91 End: 06/30/91 Staff: Hughes

New End: Dropped

Status: Activity to be dropped.

a) Request committee from TB and CB for this task

Start: 01/15/91 End: 06/30/91 Staff: Hughes, TBD

Status: Committee requested 12/10/90; activity dropped.

b) Have committees identify materials to be collected

Start: 02/15/91 End: 04/30/91 Staff: TBD

Status: Delayed, activity dropped.

- c) Have materials collected/purchased, etc.

Start: 05/01/91 End: 06/30/91 Staff: TBD

Status: Activity dropped.

2.3.5.5 Instructional Materials Fair

Start: 03/01/91 End: 06/30/91 Staff: TBD

Status: Committee members requested 12/10/90.

New Status: Activity dropped.

- a) Request committee from TB and CB

Start: 03/01/91 End: 04/01/91 Staff: TBD

Status: Dropped.

- b) Have committee plan the "fair"

Start: 04/01/91 End: 04/30/91 Staff: TBD

Status: Dropped.

- c) Conduct the "fair"

Start: 06/01/91 End: 06/30/91 Staff: TBD

Status: Dropped.

2.3.5.6 Activity Six: Instructional Materials Availability and Quality

Start: 07/01/90 End: 06/30/91 Staff: Hughes

New End: Ongoing

Status: In progress.

- a) Conduct meetings with a variety of educational leaders, publishers and concerned citizens

Start: 07/01/90 End: 10/31/90 Staff: Hughes

Status: Completed.

b) Develop prototypes

Start: 11/01/90 End: 02/01/91 Staff: Hughes

Status: Completed 01/31/91.

c) Conduct planning sessions with DEO's for try-out

Start: 02/01/91 End: 02/28/91 Staff: Hughes, TBD

New End: 08/31/91

Status: Delayed.

d) Try out text prototypes in classes 3 and 5

Start: 03/01/91 End: 12/31/91 Staff: Hughes, TBD

Status: Delayed.

2.3.5.7 Activity Seven: Textbook Availability in Mother Tongue

Start: 07/01/90 End: 06/30/91 Staff: Akbar

Status: Class 1 and 2 language book in print (9) by 12/31/90.

2.3.5.8 Activity Eight: Textbook Distribution/Subsidy Project

Start: 02/01/91 End: 06/30/91 Staff: Hughes, TBD

Status: Delayed.

a) Plan with Director of Schools logistics of follow-up

Start: 02/01/91 End: 03/01/91 Staff: Hughes, TBD

Status: Dropped.

b) Conduct follow-up in selected sites

Start: 03/01/91 End: 06/30/91 Staff: Hughes, TBD

Status: Dropped.

- c) Compare student drop out and text distribution numbers to compare losses

Start: 05/15/91 End: 06/30/91 Staff: Hughes, TBD

Status: Dropped.

2.3.6 Commodities Support

Start: 04/01/91 End: 06/30/91 Staff: Hughes, TBD

Status: Requests being made.

2.3.6.1 Activity One: Instructional Materials Centers and Primary Education Libraries at Textbook Board and Curriculum Board

Start: 04/01/91 End: 06/30/91 Staff: Hughes, TBD

Status: Short-term TA requested for library 05/08/91. Awaiting.

- a) Establish committees from TB and CB to develop lists of needs

Start: 04/01/91 Staff: Hughes, TBD

Status: Lists requested 05/01/91.

- b) Have committees finalize lists of needs

Start: 04/15/91 End: 05/15/91 Staff: Hughes, TBD

New End: 07/31/91

Status: Delayed.

- 2.3.5.2** c) Have lists evaluated by appropriate heads for final submission

Start: 05/16/91 End: 05/31/91 Staff: Hughes, TBD

Status: Awaiting STA-USAID approval.

- d) Submit lists for acquisition

Start: 06/01/91 End: 06/30/91 Staff: Hughes, TBD

Status: Awaiting USAID approval.

2.3.6.2 Activity Two Equipment Needs (Same as 2.3.6.1)

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2.2.3.1 UNICEF Mobile Female Teacher Training (Moved from Teacher Supply Section)

Start: 07/01/90 End: 06/30/90 Staff: Hughes

Status: In progress.

a) Develop curriculum for two-month training

Start: 08/01/90 End: 10/31/90 Staff: Hughes

Status: Completed 10/15/90.

b) Select cycle 1 sites

Start: 10/01/90 End: 11/15/90 Staff: Dost M., Yousufi, Hughes

Status: Completed - Khanozai and Panjgur.

c) Select master trainers and train them

Start: 11/16/90 End: 12/15/90 Staff: Dost M., Yousufi, Hughes

Status: Completed 12/03/90.

d) Begin training programs

Start: 12/01/90 End: 02/28/91 Staff: Dost M., Yousufi, Hughes

Status: Completed 12/08/90 & Panjgur.

e) Select cycle 2 sites

Start: 12/15/90 End: 02/15 Staff: Dost M., Yousufi, Hughes

Status: Completed.

f) Select master trainers and train them

Start: 02/16 End: 03/15 Staff: Dost M., Yousufi, Hughes

Status: Completed.

g) Begin training programs

Start: 03/01 End: 05/31 Staff: Dost M., Yousufi, Hughes

Status: Began 4/19/91. End 06/18/91. Completed at Sibi and Dera Allah Yar 06/19/91.

2.4 CONSTRUCTION

2.4.1 A & E Planning. Contract with a Private A&E Firm for Planning, Design and Quality of Primary School Construction

- a) Develop work statements and qualify firms

Start: pre 07/90 End: 08/90 Staff: Malik, Director DCW, N. Abbas

Status: Completed.

- b) Review work statement & request final costs from three qualified firms

Start: 08/90 End: 12/90 Staff: Malik, Jogazai, N. Abbas, Darnell

Status: Completed.

- c) Review final bids and award contract

Start: 12/90 End: 01/91 Staff: Malik, Jogazai, N. Abbas, Darnell

New End Date: 07/91

Status: In progress. Delayed for USAID/GOB review.

- d) A&E firm assists Additional Director and Director DCW

Start: 01/91 End: Post 06/91 Staff: Malik, Jogazai

New End Date: 8/91

Status: Awaits contract award.

For each construction category that follows, the work started is in areas where rate per sq. ft. for construction is not contested. Director of DCW cannot proceed until special planning committee has reviewed rate situation

2.4.2 Construct 69 Primary Schools

Start: 07/90 End: 06/91 Staff: Jogazai, F. Jaffar, Malik

Status: 46 started; all tendered.

2.4.3 & 2.4.4 Construct 203 Additional Classrooms

Start: 07/90 End: 06/91 Staff: Jogazai, F. Jaffar, Malik

Status: 136 started; all contracted.

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: Under contract.

2.4.6 Upgrading 20 Primary Schools to Middle Schools

Start: 07/90 End: 06/91 Staff: Jogazai, F. Jaffar, Malik

Status: All contracted.

2.4.7 Textbook Warehouse

Start: 07/90 End: late 1991 Staff: Jogazai, Malik, Akbar

New End Date: 10/91

Status: Location selected; boundary wall complete.

a) Select location, develop design

Start: 07/90 End: 02/91 Staff: Jogazai, Malik, Akbar

Status: Location selected; design tendered.

b) Tender, review bids, award contract

Start: 02/91 End: 05/91 Staff: Jogazai, Malik, Akbar

Status: Delay due to GOB review.

c) Construct

Start: 05/91 End: 1991 Staff: Jogazai

Status: Awaits contract; boundary wall complete.

2.4.8 Primary Education Offices

Start: 12/90 End: 1992 Staff: Malik & staff

Status: Site selected - legal problems.

a) Select location - develop design

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

Status: Site selected; legal review.

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: 08/90 Staff: Jogazai, F. Jaffar, Malik

Status: Plinth level.

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

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

Status: In progress. First shipment complete.

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APPENDIX

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Benchmarks - 1990/91
Primary Education Development Program (PED)
Balochistan

As part of the Program Agreement between the Government of Balochistan and USAID, the Government has agreed to several benchmarks that measure progress towards attaining the overall goals of the ten-year Primary Education Development Program. Future funding of the program is dependent upon success in attaining the agreed-to benchmarks.

The benchmarks are contained in PIL 10, dated September 24, 1990, and were approved by the Steering Committee September 27, 1990 and the Secretary of Education (with minor modification as noted). A summary of these benchmarks and some comments for consideration by USAID and the Steering Committee follow.

It should be noted that some delays resulted from the evacuation of the U.S. technical assistance team during The Gulf War. Many of the activities continued successfully without on-site TA assistance. Telephone contact was maintained on a regular and continuing basis between TA team in Washington and the GOB team in Quetta.

From PIL 10 (numbering is same as in PIL 10):

1.1 POLICY REFORM BENCHMARKS

1.1.1 Budget Support

Budget allocations for primary education for fiscal year 1990-1991, both new and recurrent, reflect an increase of 8% in real terms over the previous year.

Comment: The required funds have been authorized by the assembly and approved by the chief minister. Appropriate documentation has been sent to USAID and EAD.

1.1.2 Private Primary Education

Assess the role of private schools in primary education and provide support for the improvement of such schools.

Comment: The Government of Balochistan has established a prototype "Trust Property" school in Mund, Mekran.

1.2 PRODUCTION BENCHMARKS

1.2.1 Enrollment

For 1990/91, minimum enrollment targets for public, private, and government primary schools, including Kachi (pre-primary) classes and Grades 1 through 5, have been set at:

Boys' enrollment 379,050
Girls' enrollment 76,732

Comment: Balochistan estimates that it has exceeded both the boys' and girls' enrollment targets. Female enrollment is confirmed as exceeding 80,000. Male enrollment is confirmed as exceeding the target 370,000.

1.2.3 Teachers Trained

<u>Category</u>	<u>Male</u>	<u>Female</u>
PTC Training - GCEE	655	100
CT Training	240	40
Refresher training - GCEE & Other	299	86
AIOU or Alternate	200	100

Comment: GOB met the training goals noted above, with a few exceptions.

After several requests since July 1990, AIOU still has not provided the Additional Director with a proposal for services that details costs and deliverables. For this reason, no males were trained in the AIOU or "Alternate" category.

Primary Education has successfully launched a Mobile Teacher Training program alternative for females in rural areas. As of June 1991, 86 candidate teachers will complete this training. An additional 300 females to be trained through MTT in 1991/92.

In January 1991, the Sibi GCET was opened, thereby increasing female PTC training from 100 to 150. This exceeds the benchmark.

2. ACTIVITY BENCHMARKS

PIL 10 specifies a number of activities that the Province of Balochistan will undertake to accomplish the program benchmarks. These Benchmarks are similar to activities included in the Primary Education Annual Plan. A summary of each item included here with comment as appropriate.

2.1 ADMINISTRATION AND MANAGEMENT

2.1.1 Additional Director's Office

This item requires the GOB to review a USAID-supported organizational study completed in the Spring of 1990 and develop a plan of action.

The GOB was to develop a schedule, by February 1991, for establishing a separate Directorate of Education.

Comment: Such a plan is a policy concern requiring three steps:

- Secretary of Education recommendation
- Steering Committee approval
- Chief Minister approval and order

An implementation plan for separate directorate is now scheduled for September 1991. Minister of Education has issued directives to establish the divisional directorates at Turbat and Zhob. Current study of divisional decentralization is examining bifurcation of primary education at the divisional level. This report is complete and a committee will be established to consider the recommendations.

The Government was to establish three Deputy Director positions for Primary Education by November 1, 1990, with at least one female.

Comment: This has been accomplished. One position (Director of BEMIS) remains unfilled.

The Government is to establish four Assistant Director positions with at least two female.

Comment: This has been accomplished - one female position (Assistant Director BEMIS) remains unfilled.

2.1.2 Teacher Recruitment Policies.

This benchmark requires the Department of Education to reexamine current policies related to teacher recruitment and distribution and implement new policies. Five specific options are suggested.

Comment: Each of the recommended items requires a policy decision. The benchmark calls for a plan of action by December 1990. This date was not met. Ban on hiring primary school teachers was not lifted during 1990/92. Agreement reached to lift ban in July 1992 for teachers who have completed Mobile Teacher Training Program.

2.1.2.3 Promotion of Female Staff

GOB will develop a plan for promotion of female staff so they can assume policy and decision making positions at all levels of Government.

Comment: The Office of the Additional Director and Secretary of Education endorse this goal and have established one (of three) female Deputy Director and two (of four) female Assistant Director positions. At least two computer operators and two assistant operator positions are reserved for females.

The policy of designating management positions in Education as male positions must be reviewed. New female positions will be established in the primary education program. Restrictions on female employment in districts will be examined and bans lifted wherever possible.

The detailed plan is delayed from the benchmark date of January 1, 1990. The new date is September 1991.

2.1.3 Education Management Information System (BEMIS)

The system is now named Balochistan Education Management Information System (BEMIS).

2.1.3.1 Document and Assess the Process of Implementing the EMIS.

Two Districts, one Female Division, Education Department and Primary Education Administrative cell will be operational this year. This phase will be completed by January of this year.

Comment: Balochistan Primary Education has purchased computers and has established the central facility - Primary Education and Secretary Education cells are operational. USAID computers have been received and are being installed in two districts (Sibi and Khuzdar). Quetta Female division operational by end of July.

Plan for 1991/92 is to make all districts (with electricity and facility) and all Female Divisions Operational in four stages - to be completed by June 1991. Districts and divisions must provide facility that meets specifications. 15 additional computers required from USAID by November 1990.

Information needs for policy analysis and management will be reviewed - this phase to be completed by May 1990.

Comment: This is an ongoing process. The first phase and the benchmark requirement are complete.

2.1.3.2 Human Resource Survey

The benchmark calls for the second rural phase of the HRS to be complete by March 1, 1991; the data analyzed and a report completed by June 1991.

Comment: Phase II (rural) and Phase III (far flung) have begun (June) and are scheduled for completion by November 1992.

A full report on Phase I has been prepared and distributed.

2.1.3.5 Performance and Resource Monitoring

The benchmark calls for a design by February 1, 1990 and system development immediately following.

Comment: Basic design is complete. It includes a financial management - budgeting component. Trained GOB primary Education staff not available to operate system because of staffing delays in computer operator positions. Awaiting necessary Clipper Software from because of USA (delayed for lack of funds).

2.2 INCREASES IN TEACHER SUPPLY

2.2.1.1 Teacher Supply and Training Plan

The benchmark requires a plan by January 1991.

Comment: Plan to be completed August 1991.

2.2.2.2 Female Teacher and Student Incentive Plan

This benchmark requires a study design by Divisional Director of Education (Female) by January 1, 1990.

Comment: This report is postponed until September 1991 due to unavailability of key personnel. LTA for this program area left the program with no accomplishments in December. Evacuation then terminated any assistance from the other members of the TA team. See also discussion under Task 2.1.2

2.2.2.3 Distance Certification Incentives

This benchmark calls for an assessment of an incentive program attached to a Dutch Government funded program.

Comment: Not possible. Dutch Government has ceased funding of these AIOU programs.

2.2.2.4 Distance Education

Requires purchasing services from AIOU or an alternative four weeks after receipt of USAID funds.

Comment: This is not reasonable or possible since AIOU has failed to provide a proposal after several requests. NWFP has had problems also and terminated two AIOU tasks for non-performance.

2.3 CURRICULUM DEVELOPMENT AND INSTRUCTIONAL MATERIALS

2.3.1.1 Study of Textbook Board

By December 1, 1990, complete an organizational study of the Textbook Board.

Comment: This study is complete and copies of the report available from Deputy Director Primary Education -Curriculum upon request.

2.3.1.2 Organizational Study of Bureau of Curriculum

This benchmark requires that a study of the Curriculum Bureau be completed by June 30, 1991.

Comment: Not completed. New Director and deputy directors have joined Curriculum Bureau Internal Study will be completed by August 1991.

2.4 CONSTRUCTION

Comment: There are several items in this section that relate to improving practices of school construction in Balochistan. Most of the items are made conditional upon the retaining of a commercial A&E firm.

It is expected that contract agreement will be reached before June 1991.

All of the physical school construction program is under contract although late. Problems arose in obtaining clearance to proceed from minister. Also some land dispute problems have delayed selected sites.

2.5 PROMOTION OF PRIVATE PRIMARY EDUCATION

Comment: This item has been discussed as item 1.1.2 - Private Education above. 11 August 1991

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