

**PRIMARY EDUCATION DEVELOPMENT
PROGRAM**

QUARTERLY REPORT NUMBER SEVEN

1 July 1991 through 30 September 1991

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

PRIMARY EDUCATION DEVELOPMENT PROGRAM

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For the period 1 July through 30 September 1991.

OVERVIEW

This report covers activities in both provinces during the seventh quarter of the contract period. By the beginning of the quarter events had returned to normal. Some activities it had not been possible to accomplish during the previous quarter because of the evacuation were carried over and completed during this quarter.

Other than that, TA work during the quarter was devoted to helping the Pakistani accomplish the activities laid out in the 1991/92 Annual Program Plan, each of which had been further detailed in the Master Plan, which is the Annual Plan work breakdown structure.

ADMINISTRATIVE Matters

In NWFP, because of scheduling conflicts the Steering Committee and USAID were not able to agree on a date to consider and approve the 1991-92 Annual Work Plan until 25 August. Balochistan's Plan had been approved in June. The NWFP Plan and budget was approved with no modifications.

In Balochistan, a Committee for the establishment of a separate directorate of primary education has been officially created by the Secretary Education. A draft report, recommending bifurcation of elementary (Kachhi-8th) from secondary has been sent to the Secretary.

In NWFP, a system of two-day monthly management and management training meetings of the DEOs/ SDEOs and headquarters staff was instituted. An expert in EEL was hired to teach English to the top female officers in the Directorate staff, with an emphasis on developing writing skills, the lack of which seem to be operating as a constraint affecting their acceptance as effective colleagues by the Director.

The Director and Chief of Party paid a one-day visit to the DEO offices in the districts of Manshera, Kohistan, Swat, and Malakand, stopping to visit schools along the way. This is the first in a planned series of visits to each district.

PRIVATE EDUCATION

In Balochistan, the Mand school trust was established to enable the school to continue as a private school. The Academic unit in the Department of Education has been given the task of considering the establishment of a Private Education Foundation for Balochistan, as a follow-up to the meeting with the Chief Minister to discuss this matter

made by Dr. Sarah Tirmazzi, the Balochistan Secretary of Education, Mrs. Shahnaz Wazir Ali (PED consultant on private education), Ijaz Malik, and the COP. A tender for consultant to assist the Department in preparing plan will be published soon. A SOW for that effort is being developed.

In NWFP, over the quarter, the a series of meetings were held with top education officials, the Minister of Education, the Additional Secretary of Finance, the P&D Department, the Secretary of Law, Mrs. Shahnaz Wazir Ali, and the COP to do the necessary planning and design of the Frontier Education Foundation (FEF), its Board, Charter, and By-Laws and to prepare the package of legislation required to establish the Foundation.

By quarter's end draft legislation had been completed, reviewed, and was in the hands of the Law Department for vetting before being submitted to the Cabinet by the Minister of Education. The major purpose of the Foundation is to support and encourage the development of private education in the province, with particular emphasis on girls' and rural education.

EMIS

In Balochistan, the Central Cell of the Balochistan EMIS (BEMIS) has been established and all positions (except for the Director) are filled. The papers for Fahim Akbar, technically the strongest candidate for the Director's position, have still not been processed by Education Department after several months in process.

Computer facilities in the offices of the Secretary of Education, the Director of Schools, the Additional Director for Primary Education and the Sibi District are operational. The offices of the DEO in Khuzdar and DEO female in Quetta await 3-phase electricity.

Census 1990 data have been entered into computer and data analyses are being made available to management. With regard to the Spring 1991 Census, data entry delays have been occasioned by poor follow up by districts on error correction.

The proforma for the Census for school year 1991-92 s being printed using nastaleeq computer program. Data collection will begin November 10, 1991.

12 new information specialists and computer operators were trained.

In NWFP, the EMIS is housed within the division of Research, Development, and Evaluation in the Primary Directorate, headed by a Deputy Director. The major posts have been filled (on a temporary or Acting basis) by competent personnel. All three experimental EMIS districts received training and their hardware and are prepared to begin entering their own census data, once it is collected in October.

Data entry for the 1990 data, held up first by the evacuation, was contracted out to the AEPM, with disastrous results. All data has to be re-entered, cleaned. and processed. This means the EMIS will be processing and reporting 1990-91 data and entering 1991-92 data

simultaneously.

Both provinces have submitted to USAID their needs for additional computers to complete computerizing all the DEO's offices.

Human Resource Survey:

In Balochistan all data collection is complete. In NWFP, Phase I data collection was completed, data entered, and a draft report prepared.

Financial Management System:

The Schedule of New Expenses component of the system in Balochistan is complete and data is entered on a current basis. Data from the Personal Ledger Account (PLA) will be complete within the first two weeks of the following quarter. First end of month trial report to be produced in December.

Tenders for next stage in expansion of system have been received.

In NWFP, development and adaptation of the Financial Management System has been assigned to an Assistant Director, working with the Accounts Department. Progress has been slow and a decision made to bring in consultants to speed up the work and make it more sophisticated.

STUDY TOURS

Study Tour nominations have been submitted to P&D for approval and submission to EAD/Islamabad in both provinces. Tentative plans for trips to Korea-Thailand and Malaysia are in process in Balochistan, and to South Korea, Malaysia, the Philippines, Sri Lanka, Egypt, and the US in the NWFP.

PROGRAM MATTERS

Teacher Supply, Training and Supervision

In Balochistan, a detailed outline for a 3-month PTC equivalency crash program for untrained teachers has been developed, with curriculum outline, time line, budget, and action plan. A formal request for "equivalency" was made to Secretary of Education in September. Details of the 360-hour program curriculum is in progress of development. The full-scale training program is scheduled to begin in June 1992.

By invitation from the Resident Teacher Training Specialist and their Balochistan colleagues, personnel from the NWFP Bureau of Curriculum and teacher training colleges will participate in a Quetta workshop in early 1992 on the crash program, helping to develop the final set of materials and adapt them as needed for use in NWFP.

Balochistan has prepared and reviewed with Secretary of Education a detailed staff development plan for the Bureau of Curriculum and Extension and the Textbook Board. Specific recommendations for strengthening their capabilities are being finalized.

Instructional Materials

In Balochistan, prototype materials for reading readiness have been developed in experimental form for use in Kachi and Pacci classes, prior to using the Qaida. A children's book, flash cards, and wall charts have been developed in Urdu. 135 PEP II learning modules and their text references have been identified for adaptation for use in for multi-class teaching. A writers workshop for 30 trainer/developers was completed during the quarter and with draft lesson plans prepared for use with the newly adapted materials.

In NWFP, a three week workshop on identifying and preparing measurable learning objectives geared directly to the national curriculum and on developing skills in writing instructional materials was held with over 80 participants, including 50 NWFP PTC teachers.

Representatives from the PCRCP projects in the Sind, Punjab, Assam, Jammu Kashmir, the Northern Territories, and NWFP attended, as well. Following the workshop, the best fifteen of the PTC teachers were selected and began serving as instructional materials developers in the newly established Instructional Materials Development Center in the NWFP Directorate of Primary Education.

They will be responsible for preparing, testing, revising, and field testing new instructional materials and teachers' editions in math, science, and language acquisition and development in Urdu and Pashto, beginning with readiness materials for the Kachhi classes. They will also prepare teacher-support materials. By quarters' end they were well underway and testing their first few units.

CONSTRUCTION

A contract was negotiated with Engineering Consultants of Karachi for managing construction for the primary-school construction program in Balochistan. Sanctioning of the contract by the Steering Committee was obtained and approval by the Balochistan Law Department is expected soon. The dispute over land at original site for building the new headquarters for Primary Education has not settled, as yet. Four new sites have been visited. One site on Samungli Rd is preferred and the processes required to obtain it are underway..

In NWFP, consideration of bids for the Primary School Physical Status Survey and for the design of the Primary Directorate Headquarters were held over until the next quarter. The report of the preliminary study for setting up a Department of Civil Works (DCW) in the Primary Directorate and hiring one or more private sector architects and engineering firms to help plan and manage construction and the repair and maintenance of all primary Directorate buildings will be given final consideration during the next quarter.

MASTER WORK PLANS FOR BALOCHISTAN AND NWFP

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, staff responsibilities, and the status of each task as of September 30, 1991.

BALOCHISTAN

4. Administration and Management

4.0 Plan and implementation schedule for the establishment of the Directorate of Primary Education will be developed.

4.0.1 Develop implementation plan that includes proposed dates for actions, considers currently approved divisional reorganization and the restructuring of female education as well as bifurcation of Primary Education

Start: 07/91 End: 6/91 Staff: Malik,
Parvez,
Mengal,
Dept.
Committee,
Darnell

4.0.2. a) Prepare staffing requirements for submission to S&GAD and Finance

Start: 07/91 End: 10/91 Staff: Malik,
Mengal,
Anzar,
Darnell

Status: On schedule

b) Obtain SNE approvals

Start: 07/91 End: 12/91 Staff: Malik,
Mengal,
Anzar,
Darnell

Status: On schedule

4.0.3 Ongoing analysis, training and preparation for bifurcation

Start: 07/91 End: 06/92 Staff: Malik,
Mengal,
Anzar,
Consultant &
NGO,
Darnell

Status:Ongoing - Darnell and Anzar part of implementation committee. Job description being prepared for all positions under the reorganization (New and Old). SOW for Consultant to assist and NGO to conduct training being prepared -Initial training to begin in January.

4.1 Design and implement a Donor Coordination System in cooperation with other donors

4.1.1 Design Computerized Donor Coordination System

Start: 07/91 End: 10/91 Staff: Akbar,
Salah,
Mengal,
Murad,
Programmer,
Darnell

Status: Delayed

4.1.2 Program and make operational the Donor Coordination System

Start: 07/91 End: 02/92 Staff: Akbar,
Programmer,
Murad

Status: Delayed

4.1.3 Maintain the Donor Coordination System

Start: 07/91 End: 02/92 Staff: Mengal,
Malik,
Murad,
Darnell

Status: Manual system operational and adequate

4.2 Management Training

4.2.1 Four management seminars to be conducted to orient senior staff to their roles and responsibilities.

Start: 07/91 End: 06/92 Staff: Malik,
Mengal,
Mgmt Train-
ing group

Status: See also task 4.0.3

4.2.2 Two in-service training sessions provided for DEOs, SDEO, ADEOs, Head Teachers and others responsible for improving primary education in Balochistan

Start: 07/91 End: 06/92 Staff: Malik,
Mengal,
Mgmt Train-
ing group

Status: See also task 4.0.3

4.3 Completion of Decentralization study at the divisional level. Recommendations, including training activities to support the effective administration and management of newly decentralized primary education components, will be implemented.

Start: 07/91 End: 06/92 Staff: Malik,
Parvez,
Darnell,
Anzar,
Consultant,
Parves,
Anzar,

Status: See also task 4.0. Under direction of Anzar first linkages with 80 communities through Balochistan Self Help Program sponsored by Germany have been initiated.

4.4 a) Female management positions will be established in Primary Education.

Start: 09/91 End: 06/92 Staff: Malik,
Yousafi,
Bhattacharjea,
Sequeira,
Loc.Consul,
Darnell

Status: First meeting of network of professional females scheduled for November. Bhattacharjea and Sequeira taking lead

b) Establishment of a professional women educators' network which will conduct at least one provincial conference and establish a female educators' seminar series

Start: 12/91 End: 06/92 Staff: Malik,
Yousafi,
Bhattacharjea,
Sequeira,
Loc.Consul,
UNICEF

Status: Ongoing

4.5 Development of measures to assess the quality of performance of both teaching and administrative components of primary education in Balochistan

Start : 10/91 End: 06/92 Staff: Malik,
Robb,
Darnell,
Consultant

Status: Detail work awaits arrival of Janet Robb in January 1992. Darnell will look at system in Thailand in early November.

4.6 Development of action plan to support private initiatives in Primary Education. Feasibility of a private education foundation will be conducted.

Start: 07/91 End: 06/92 Staff:

Status: Ongoing

4.6.1 Review actions in NWFP and other Provinces. Document current situation for private education in Balochistan. Prepare report with recommendations and action plan for consideration by Education Department.

Start: 07/91 End: 01/92 Staff: Malik,
Consultant,
Education
Committee,
Darnell

Status: Delayed - SOW for consultant to coordinate activity being prepared

4.6.2 Examine private education foundation concepts and implementation strategies being used in other provinces and develop recommendations for policy decisions and action plan for Balochistan.

Start: 07/91 End: 04/92 Staff: Malik,
Consultant,
Education
Committee,
Darnell

Status: Delayed - SOW for consultant to coordinate activity being prepared

4.6.3 Organizational Structure for Community participation in monitoring and supporting private primary education.

Start: 07/91 End: 06/92 Staff: Qazalbash,
Anzar,
Darnell,
M. Shah,

Status: Committee established involving Balochistan Rural Self Help Program. Anzar coordinating

4.6.4 Review and revise (as necessary) procedures for monitoring Private School performance

Start: 07/91 End: 04/92 Staff: Galaini,

Jaffar,
Battacharjea,
malik,

Status: Delayed - No Government Action or interest at this time

4.7 Implementation of the Balochistan Education Management Information System (BEMIS) and related training.

Start:	07/91	End:	09/91 (6 sites)	Staff:	Akbar,
			01/92 (8 sites)		Jaffar,
			04/92 (" ")		Malik,
			07/92 (" ")		Valdes
			09/92 (6 ")		

Status: On schedule through January 1992. Delays in ordering computers (USAID) will interrupt development after January. Order for machine is still not placed!!!

4.8 Continuation of School based Information (Census) system with work on standardizing and validating data and the process

Start:	07/91	End:	12/91	Staff:	Akbar,
			(Fall Census)		Jaffar,
			05/92		Hashmat,
			(Spring Census)		Murad,
					Valdes

Status: On schedule

4.9 Completion of the last two phases of the Human Resource Survey (rural and far-flung) will be completed in cooperation with UNICEF

Start:	07/91	End:	10/91	Staff:	Qazalbash,
			(rural)		Samina,
			03/92		Murad,
			(far-flung)		Bhattacharjea

Status: Ahead of schedule. All phases to be complete by November 1991

4.10 Completion of Performance and Resource Monitoring System (Phase I).

Start:	07/91	End:	06/92	Staff:	Malik,
					Jaffar,
					Akbar,
					Franklin,
					Darnell

Status: Delayed Manual system only until early 1992

4.11 Development of Financial Management System

Start:	07/91	End:	06/92	Staff:	Saeed,
					D-Base

Programmer,
Anzar,
Jaffar,
Consultant

Status: On schedule - SNE complete and up to date. PLA
in beta test and complete by November

5. Construction

5.1 Contract with Private A&E firm to assist the Additional Director Primary
Education and Director DCW

Start: 07/91 End: 08/91 Staff: Malik,
Anzar,
Jaffar,
Abbas,
Darnell,
Edu.Dept
Committee

Status: Delayed but expected by end of October

5.2 Construction of 75 primary schools in locations where there is assurance
by the responsible District Education Officer that there are at least 35 girls or
boys in the age group 5-9 who have no access to schools. At least 60% of the
new construction will be for female schools.

Start: 07/91 End: 06/92 Staff: Jaffar,
Malik,
Jogazai

Status: Expect approval by Education Minister by end of
October

5.3 Construction of 130 additional primary school classrooms in areas of severe
overcrowding and/or where children attend classes in shelterless areas. At least
60% of the construction will be for female education

Start: 07/91 End: 06/92 Staff: Jaffar,
Malik,
Jogazai,

Status: Delayed - Expect approval by Education Minister
by end of October

5.4 Upgradation of 20 girls' primary schools to middle level in areas where
middle school opportunities do not exist for girls and where class 5 enrollment
is enough to justify provision of the higher level of schooling

5.5 Construction of 1 additional GCET Female (Nasirabad)

Status: Delayed

5.6 Repair of 195 existing primary schools

Start: 07/91 End: 06/92 Staff: Jaffar,
Malik,
Jogazai,

Status: Delayed - Expect approval by Education Minister
by end of October

5.7 Completion of architectural design, tender and contract for construction of
Primary Education offices and resource Center

Start: 07/91 End: 08/91 Staff: Malik,
Scope of Work for A/E Jogazai,
11/91 Jaffar,
Contract with A/E Darnell
01/92
Design approved
03/92
Contractor selected
04/92
Mobilization
11/92
Building completed

Status:

5.8 Construction of Textbook Board Warehouse will be completed

Start: 07/91 End: 06/92 Staff: Malik,
Jogazai,
Akbar

Status: Boundary wall will be completed. Other work
delayed

5.9 Development of plan in cooperation with Asian Development Bank, for
construction of Female community model schools and up to two Hostel and
Resource centers.

Start: 07/91 End: 06/92 Staff: Malik,
Muhammad,
Darnell

Status: On schedule

6. Teacher Supply, Training and Supervision

6.1 Development of a Teacher Supply and Training Action Plan

Start: 07/91 End: 02/92 Staff: Abbasi,
Malik,
Hughes

Status: On going

6.2 The number of sanctioned teaching posts will be increased by an additional
200 posts to open more primary opportunities for girls in 1992-93, and by 200

additional teachers to fill now vacant teaching positions for girls' schools

6.3.1 Cycle 3....1 center 20 Teachers

Start: 07/91 End: 09/91 Staff: Yousafi,
Hughes,
Farida

Status: Completed

6.3.2 Cycle 4....1 center 20 Teachers

Start: 09/91 End: 11/91 Staff: Yousafi,
Hughes,
Farida

Status: Will end November 30, 1991

6.3.3 Cycle 5....1 center 20 Teachers

Start: 11/91 End: 06/92 Staff: Yousafi,
Hughes,
Farida

Status: Opened November 12, 1991

6.3.4 Cycle 6....1 center 20 Teachers

Start: 12/91 End: 06/92 Staff: Yousafi,
Hughes,
Farida

Status:

6.4 Enrolment of 400 females at Middle School pass level to make them eligible for Matric level & enrolment of 100 males from rural and far-flung areas will also be enrolled in academic upgradation at the Middle level.

6.4.1 AIOU alternatives explored and logistics considered

Start: 07/91 End: 09/92 Staff: Hughes,
AIOU

Status: Completed

6.4.2 Implement 10 AIOU centers for males and females

Start: 07/91 End: 30/92 Staff: Hughes,
Tareen,
AIOU/Qta

Status: AIOU unable to operate

6.4.3 Implement 10 AIOU centers for males and females

Start: 07/91 End: 06/92 Staff: Hughes,
Tareen,

Status: AIOU unable to operate

6.5 Provision of assistance in the development of teacher improvement programs through Community Model School in cooperation with Asian Development Bank.

Start: 07/91 End: 06/92 Staff: Dost. M,
Hughes

Status: On going

6.6 Development and proposal in collaboration with the Curriculum Bureau using the experience of the Senior Anglo Vernacular Teacher Program (SAV) and Female Mobile Teacher Training.

Start: 07/91 End: 06/92 Staff: Hughes,
Fuderich,
Anwar

Status: On going

6.6.1 Planning and Program Development Stage

- a) July Objectives Workshop
- b) Principal's Orientation
- c) DEO staff Orientation
- d) Lesson Writing Workshop

Start: 07/91 End: 08/91 Staff: Hughes,
Fuderich,
Anwar

Status: Completed

6.6.2 Master Trainers Workshop Training Model and implementation

- a) Master Trainers Training model development
- b) Materials acquisition
- c) AV development
- d) Master Trainers' Workshop

Start: 05/92 End: 09/92 Staff: Hughes,
Fuderich,
Anwar

Status:

6.6.3 Phase 1-Untrained Teachers 3-Month Crash Course

- a) Open 40 training centers
- b) Monitor 40 training centers
- c) Close and evaluate 40 centers

Start: 06/92 End: 09/92 Staff: Hughes,
Fuderich,
Anwar

Status:

6.6.4 Revision Stage

- a) Review pro's and con's, Phase 1.
- b) Review curriculum/training accordingly
- c) Prepare logistics Phase 2

Start: 09/92 End: 12/92 Staff: Hughes,
Fuderich,
Anwar

Status:

6.6.5 Phase 2

- a) Master Trainers Training Workshop
- b) Open 40 centers
- c) Begin monitoring 40 centers

Start: 11/92 End: 12/92 Staff: Hughes,
Fuderich,
Anwar

Status:

6.7 A "social marketing program" will be planned and conducted to attract females to complete middle and secondary academic programs and to enter teaching.

6.7.1 Social Marketing Program planned

- a) Short Term TA selected for Social marketing function
- b) Media campaign planned
- c) District level campaign planned

Start: 12/91 End: 12/92 Staff: Hughes,

Status:

6.7.2 Social Marketing Program initiated

- a) Media campaign begun
- b) District level follow-up begun
- c) Recruitment program initiated

Start: 01/92 End: 06/92 Staff: Hughes,

Status:

6.8 A study on the rules and procedures affecting the supply and distribution of teachers.

- a) Outline study
- b) Conduct preliminary interviews
- c) Examine "rule Book" and extract policies
- d) Interview senior level women with rough draft
- e) Prepare Policy Report
- f) Conduct Women's Seminar per report
- g) Present Policy paper at Decision Level Seminar

Start: 07/91 End: 08/91 Staff: Suman B.,
Hughes
Status: a,b,c,d,e completed

6.9 Female teacher and student incentive plan

- a) Examine 6.8 Policy paper for Teachers and extract appropriate items
- b) Examine other "Donor Agency" incentive opportunities, i.e. ADB,WFB, UNICEF bussing,
- c) Consider "bussing alternatives" within existing schemes.

Start: 07/91 End: 06/92 Staff: Hughes,
Yousufi
Status: On going

6.10 Completion of a detailed study of the conditions and current teaching methods in Kachhi classes and data results used as a vehicle for reviewing teaching practices at primary and teacher training levels. A conference to be conducted to share results of the Kachhi study.

Start: 07/91 End: 04/92 Staff: Ahmed,
Hughes,
et.al
Status: Report/study completed 11/91

6.10.1 Planning stage

- a) Discuss possible study design
- b) Field test proforma
- c) Finalize study design
- d) Finalize budget

Start: 07/91 End: 08/91 Staff: Ahmed,
Hughes,
et.al
Status: Completed 11/91

6.10.2 Test Winter zone schools

- a) Conduct field visits for proforma use
- b) Computerize data
- c) Analyze results

Start: 07/91 End: 12/91 Staff: Ahmed,
Hughes,

et.al

Status: Completed

6.10.3 Test Summer Schools

- a) Conduct field visits for proforma use
- b) Computerize data
- c) Analyze results

Start: 07/91 End: 12/91 Staff: Ahmed,
Hughes,
et.al

Status: Completed

6.10.4 Finalize results and dissemination

- a) Conduct seminar to finalize results with ST-TA
- b) Finalize report
- c) Conduct seminar with senior level decision makers per report results

Start: 12/91 End: 05/92 Staff: Ahmed,
Hughes,
et.al

Status:

6.11 A special workshop training and seminar series for senior and junior professional staff development to be conducted in human growth and development, reading readiness, mathematics readiness, multi-age and multi-grade teaching, and classroom evaluation techniques.

Start: 03/92 End: 06/92 Staff: Hughes,
other TBA

Status:

6.12 Supervision of teachers to be improved by implementation of a Classroom Supervision and Support Program to maintain quality control and supervision of Kachhi/Pakki classes.

6.12.1 Develop supervisory support material

- a) Using new Kachi-pack material from PCRCP, develop supervisor's materials
- b) Review supervisor's materials with pilot group
- c) Print material

Start: 12/91 End: 02/92 Staff: Shah,
Hughes,

Status:

6.13 Study tours to be conducted for key educational personnel to study multi-grade schools.

- a) Nominations request
- b) Trip plans finalized

c) Participants briefed

Start: 07/91 End: 06/92 Staff: Hughes,
T.B.D

Status: On going

6.14 Conduct a study of the Matriculation Examination System in Cooperation with the Balochistan Board of Intermediate and Secondary Schools.

a) Study Design

Start: 07/91 End: 12/91 Staff:

Status: On going

b) Conduct informal study

Start: 07/91 End: 04/92 Staff:

Status: On going

c) Report to Sec. of Ed.,

Start: 07/91 End: 12/91 Staff:

Status: On going

6.15 Commodities support. Analysis of the needs of the CEEs to improve resources available to faculty and staff.

a) Request TA for task

Start: 07/91 End: 06/92 Staff:

Status: On going

b) 6 week TA

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

Status: On going

c) Prepare list

Start: 08/91 End: 06/92 Staff:

Status:

d) Procure materials

Start: 06/92 End: 09/92 Staff:

Status:

7.0 Instructional Materials

7.1 Instructional Materials development

7.1.1 Identify materials to be developed

- a) Conduct Sibi-meetings
- b) Assign tasks

Start: 07/91 End: 09/91 Staff: Hughes,
PCR cell

Status: Completed

7.1.2 Develop materials

Start: 07/91 End: 12/91 Staff: Hughes,
PCR cell

Status: On going

7.1.3 Field test

Start: 01/92 End: 03/92 Staff: Hughes,
PCR cell

Status:

7.1.4 Revision stage

Start: 06/92 End: 09/92 Staff: Hughes,
PCR cell

Status:

7.2 Development of supplementary materials in cooperation with the textbook board and curriculum bureau.

7.2.1 Learning modules translations

Start: 07/91 End: 12/91 Staff: Fatimah,
Shah

Status: Completed 10/91

7.2.2 Re-development of activities from modules for independent learning

Start: 09/91 End: 03/92 Staff: Fatimah,
Shah,
Toon,
Hughes

Status: On going

7.2.3 Try out activities

Start: 01/92 End: 05/92 Staff: Fatimah,

Shah,
Toon,
Hughes

Status:

7.2.4 Activities production purchases

Start: 12/91 End: 06/92 Staff: Fatimah,
Shah,
Toon,
Hughes

Status:

7.3 A materials longevity and distribution study will continue the efforts of 1990-1991 in examining options in paper, production methods and handling as these affect the lifetime of a book.

Start: 07/91 End: 06/92 Staff:

Status: On going

7.4 Organizational development and capacity building action plans will be initiated, based upon organizational study of Textbook Board completed during 1990-91

7.4.1 Initiate training in Desk Top publishing

Start: 07/91 End: 12/91 Staff: Hughes,
NGO,
Computer
firm

Status: Postponed

7.4.2 Acquire hardware

Start: 07/91 End: 06/92 Staff: Hughes,
NGO,
Computer
firm

Status: Postponed

7.5 A study tour abroad will be conducted for key educators to visit a South Asian model instructional materials center.

Start: 07/91 End: 06/92 Staff: Hughes

Status: On going

7.6 Development and implementation of a Curriculum Bureau organizational development and capacity building strategy.

7.6.1 Develop staff development strategy

Start: 07/91 End: 10/91 Staff: Anwar,
Hughes

Status: Completed

7.6.2 Develop first staff development activity

Start: 02/92 End: 04/92 Staff: Anwar,
Hughes,
TRC

Status:

7.6.3 Conduct staff development

Start: 02/92 End: 04/92 Staff: Anwar,
Hughes,
TRC,

NGO

Status:

7.7 Commodities support. Analysis of the needs of the Curriculum Bureau and the Textbook Board to improve the resources available to staff.

Start: 09/91 End: 06/92 Staff: Anwar,
Hughes,
Akbar

Status: On going

7.8 500 primary education classrooms will be equipped and supplied with essential equipment for instruction

Start: 09/91 End: 01/92 Staff: Malik,
Hughes,
Abassi
Warm areas
03/92
Cold areas

Status: On going

4.0 ADMINISTRATION AND MANAGEMENT

4.1 Developing an action plan for making effective use of available resources, governmental, donor, or private.

a). Design Rbase descriptive data files for all existing primary education projects, programs, including major dates (beginning/ending, component start-up dates), purposes, etc.

Start: 14/9/91 End: 30/9/91

Status: Deferred until '92.

b) Locate descriptive information, enter into files, authenticate.

Start: 15/9/91

End: 30/9/91

Status: Deferred

c). Design and set up R Base file structure for financial resources management for each project, program, extracted from Financial Management System.

Start: 1/9/91

End: 30/9/91

Status: Deferred

d) Secure financial data from each project, program, and their component elements from PCs.

Start: 1/12/91

End: 31/1/92

Status: Deferred

e) Update financial data (revised versus planned) from project, program directors.

Start: ongoing

End: ongoing

Status: Deferred

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

Start: 15/12/91

End: Continuing

Status: Deferred

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

a). Study structures, functions, roles, perform task analyses (as appropriate), of Directorate headquarters staff, field staff, and support services.

Start: 20/9/91

End: 10/10/91

Status: Consultants secured, SOW worked out. Work began.

b). Develop improved systems, practices, as appropriate, review with

management.

Start: 30/9/91

End: 10/10/91

Status: Will be done next quarter.

c). Conduct staff training needs assessment.

Start: 1/10/91

End: 30/10/91

Status:

d). Develop general management training program.

Start: 15/8/91

End: 15/9/91

Status: General design developed. Monthly two-day management training and administrative meetings arranged for all DEOs and SDEOs with top staff.

4.3 Review and revise administration of teacher training programs.

Staff: Cowell, S. Lodhi, Zahida Shah, Robinson

a) Assign DPE counterpart(s) and review plan with counterpart(s)

Start: 7/91

End: 7/91

Status: complete

b) Complete data collection

Start: 7/91

End: 7/91

Status: complete

c) Write preliminary report, excluding recommendations

Start: 7/91

End: 7/91

Status: complete, including recommendations

d) Review Foster/Farner and British Council reports

Start: 8/91 End: 8/91

Status: complete

e) Devise draft organizational plan

Start: 8/91 End: 8/91

Status: Deferred until after consideration of major issues by appropriate authorities in NWFP.

f) Have draft plan reviewed by authorities

Start: 9/91 End: 9/91

Status: Deferred until next quarter.

g) Add recommendations to plan

Start: 10/91 End: 10/91

Status:

h) Distribute plan and set up mechanism to act on recommendations

Start: 10/91 End: upon approval or disapproval of recommendations

Status:

i) Implement approved recommendations

Start: when approval obtained End: ongoing

Status:

j) Perform staff training needs assessment

Start: End:

Status:

4.4 Developing and implementing an action plan to re-order the relationship among the Textbook Board, the Curriculum Bureau, and the Directorate of Primary Education to make the processes of developing, field testing, disseminating instructional and learning materials more responsive to student and teacher needs.

Staff: M. Habib, S. Lodhi, Z. Shah, Robinson, S.Jehan Khan.

a) develop an analysis of the relationship as it affects the development of instructional materials.

Start: 5/91

End: 5/91

Status: Complete

b) develop a new structural relationship and operating pattern for the development of instructional materials, incorporating the coordination of all donor activities in materials development, as well as the activities of the Bureau and the Textbook Board.

Start: 5/91

End: On-going

Status: Complete

c) create a NWFP Committee for the Coordination of the Development of Instructional Materials and hold regular meetings

Start: 5/91

End: On-going. Committee to meet every two months.

Status: Committee has been formed. Has met in June and in August. Coordinated the planning of the Writers' workshop.

d) enlarge the Committee's "charter" (it's rights, responsibilities, functions and its operation) to include coordination, review, and decision authority over and all evaluation of instructional materials developed for use in primary schools in NWFP, regardless of the source of funding, and secure authorization from the Secretary of Education.

Start: 8/91

End: 10/91

Status: Complete

e) implement Committee's charter.

Start: 6/91

End: On-going

4.5 Develop a more efficient management system and set of procedures to

streamline processing of administrative policies and procedures, such as the development and approval of PCIs.

Staff: Robinson, S. Lodhi, G. Khan, F. Hussain.

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

Start: 1/10/91

End: 15/10/91

Status:Deferred.

b) after problem analysis, prepare list of suggested changes

Start: 16/10

End: 20/10

Status:Deferred

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

Start: 21/10

End: 31/10

Status:Deferred

d) continue meetings, as necessary, to finalize approvals, prepare written procedural manuals to disseminate to concerned authorities,

Start: 1/11

End: 30/11

Status:Deferred

4.6 Develop and implement an administrative procedure and a regular schedule for reviewing appointments and transfers in primary education for compliance with rules and regulations.

Staff: S. Jehan, S. Lodhi, W. Robinson

a) review and list all relevant rules, regulations, and practices governing appointments and transfers.

Start: 12/1

End: 12/30

Status:Complete

b) develop procedures for review process, at in the Directorate and its field offices, and a reporting structure and schedule.

Start: 1/1/92

End: 30/1/92

Status:Deferred until the freeze on hiring and transfers is lifted.

c) secure approvals from authorized officials in the GONWFP for suggested review procedures, policies, schedule and any suggested changes which may be required in rules and regulations.

Start: 1/2/91

End: when approvals are secured.

Status: Committee will be appointed next quarter.

4.7 Staff training

4.7.1 design and conduct five job-related training workshops for Directorate top-level staff and eight for field staff (DEOs, DDEOs, ADEOs, SDEOs, and ASDEO's.

Staff: Robinson, S. Jehan, consultants on training needs assessment, organization development, and management training.

a) conduct informal initial broad-scale survey of "felt" job-related training needs of DEOs, et al, through one-day (12 to 14 hour) site visits to their offices for interviews and discussion.

Start: 18/7/91

End: 15/11

Status:Complete in August

b) conduct series of beginning general training sessions in planning and management for DEOs and ASDEOs using their administrative concerns, problems, and job requirements.

Start: 16/9

End: on-going

Status:Began in September.

c) conduct analysis of functions, tasks, organization development needs of Directorate headquarters organization and staff.

Start: 15/10

End: 15/11

Status:

d) conduct staff training needs assessment.

Start: 20/10

End: 10/11

Status:

e) develop training plan and schedule to accomplish needed training and further development of the organization.

Start: 30/10

End: 15/11

Status:

g) develop plan and schedule for assessing impact and utility of training

Start: 10/11

End: 15/11

Status:

f) implement training

Start: 1/1/92

End: on-going as scheduled.

Status:

g) conduct continuing assessment of training.

Start: one month after training End: on-going as scheduled

Status:

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

Staff: Robinson, S. Lodhi, Z. Shah, Shah Jehan, consultants in management training.

a) conduct school heads training needs assessment.

Start: 15/10/91

End: 30/10/91

Status:

b) design TOT training plan and schedule.

Start: 1/11

End: 15/11

Status:

c) conduct training of trainers.

Start: 15/1/92

End: 25/1/92

Status:

d) develop training plan and schedule for training school heads.

Start: 20/1/92

End: 25/1/92

Status:

e) develop plan and schedule for assessing impact and utility of training.

Start: 20/1/92

End: 25/1/92

Status:

f) implement training plan.

Start: as scheduled

End: on-going until schedule is completed.

Status:

4.8 Continued development of EMIS

4.8.1 Making operational the school census in all the district offices following the successful Phase I installation in three experimental districts.

Start: 8/1/91

End: 6/30/92

staff:

LeBlanc, Fayyaz,
Khattak

Status: in progress

a) Finalize database structure for 1990 school census at provincial level

start: 8/1/91

end: 9/6/91

staff:

LeBlanc, Fayyaz,
Khattak

status: complete

b) Finish data entry of 1990 school census

start: 8/1/91

end: 9/5/91

staff:

LeBlanc, Fayyaz,
Khattak

status: complete

c) Clean 1990 school census data

start: 9/6/91

end: 9/30/91

staff:

LeBlanc, Fayyaz,
Khattak

status: in progress

d) Validate 1990 school census data

start: 9/10/91

end: 9/30/91

staff:

LeBlanc, Fayyaz,
Khattak

status: in progress

e) Develop data output of 1990 school census data

start: 9/30/91

end: 10/31/91

staff:

LeBlanc, Fayyaz,
Khattak

status:

- f) Present data to decision makers
start: 9/30/91 end: 10/31/91 staff: LeBlanc, Fayyaz,
Khattak
status:
- g) Analyze data and prepare policy memos
start: 9/30/91 end: 11/30/91 staff: LeBlanc, Fayyaz,
Khattak
status:
- h) Develop baseline and update questionnaires for 1991 school census
start: 8/7/91 end: 8/15/91 staff: LeBlanc, Fayyaz,
Khattak
status:
- i) Develop database structure for data entry for 1991 school census
start: 10/1/91 end: 10/10/91 staff: LeBlanc, Fayyaz,
Khattak
status:
- j) Print 1991 NWFP questionnaires (3,000 baseline; 21,000 update)
start: 8/18/91 end: 9/12/91 staff: Jalil
status: complete
- k) Prepare school census questionnaire for distribution
start: 9/12/91 end: 9/14/91 staff: Fayyaz, Khattak,
Jalil
status: in progress
- l) Distribute 1991 school census questionnaires
start: 9/15/91 end: 9/25/91 staff: Fayyaz, Khattak,
Jalil, Siddiqi
status:
- m) Retrieve 1991 school census questionnaires
start: 10/31/91 end: 11/21/91 staff: Siddiqi
status:
- n) Verify 1991 school census questionnaires
start: 11/15/91 end: 12/31/91 staff: Ilyas, Zia
status:
- o) Distribute validation questionnaires for 1991 school census data

start: 4/1/92 end: 8/1/92 staff: Siddiqi

status:

x) Collect school census data from private schools

i) Develop scheme for collecting data

start: 10/1/91 end: 10/31/91 staff:

status:

ii) Collect data from private schools

start: 11/1/91 end: 1/31/92 staff:

status:

4.8.2 Implementing the adaptation of a Financial Management System (FEMIS) at the provincial level and adapting the system to district-level operations in three experimental districts. The system must provide information on both past and current expenditures for primary education. In addition, at the provincial level, the system has to include the ability to do financial tracking of all donor funds in relation to their program purposes.

a) Implement at the provincial level

start: 1/8/91 end: 31/12/91 staff: Jalil

status: Work began in August and continues to develop the system.

b) Implement in pilot districts

start: 1/1/92 end: 6/3/92 staff: Jalil

status:

4.8.3 Performance and resource monitoring. The TA team and the Directorate will develop a planning, scheduling, monitoring and financial management system that provides the means for quickly and efficiently determining the status of any primary education project in the province. This information will include information on all activities whatever the funding source. The financial management system is included in the system described in 4.8.2

Start:1/8/91

End:31/12/91.

Status: Deferred until FEMIS is complete and useful.

4.8.4 Studying the feasibility of designing and implementing a computerized personnel system for the Primary Directorate.

start: 1/10/91 end:31/3/92 staff: Fayyaz

status:

4.8.6

The completion of the Human Resource Survey, which identifies the places where and kinds of teachers that are needed, the availability of teachers and the potential for alternative delivery of programs.

a) Complete Phase 1 (semi-urban areas)

start: 5/4/91 end: 30/9/91 staff: Siddiqi

status: in progress

b) Complete Phase 2 (rural and far-flung areas)

start: 1/10/91 end: 1/2/92 staff: Siddiqi

status:

4.9 developing and implementing a plan for the promotion of private primary education.

Staff: Shahnaz W. Ali, W. Robinson, Shah Jehan

a) complete development of rules and regulations for the NWFP Private Education Foundation.

Start: 1/7/91

End: 15/10/91

Status: complete

b) Cabinet approval of Foundation and rules and regulations.

Start: 8/91

End: 10/91

Status: Will be submitted to the Cabinet in next quarter.

c) seek funds for foundation

Start: 7/91

End: Ongoing

Status: Great interest shown but all donors want to wait until the Foundation is created before making a commitment.

d) staff foundation and make operational.

Start: When foundation receives first money. End: Ongoing

e) develop social marketing plan for foundation

Start: When foundation operational. End: Ongoing

f) implement social marketing plan

Start: When plan final and foundation End: Ongoing
ready to receive proposals.

g) design, establish, and operate a tracking system for expansion of private primary schools.

Start: 1/6/92

End: ongoing

Status:

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

Start: 1/6/91 end: Ongoing Staff: All TA team

Status: English language training program given to all headquarters staff during the quarter. Computers placed in female DEO's offices, their female staff trained along with male staff.

4.11 Commodities Support (For Pre-Service and In-Service Training Institutions)

a) Assign DPE counterpart(s) and review plan with counterpart(s)

Start: 7/91

End: 7/91

Staff: Cowell, Z. Shah,
Tajdaar

Status: complete

b) Design survey forms

Start: 8/91

End: 8/91

Staff: Cowell, Z. Shah,
Tajdaar

Status: complete

c) Conduct survey

Start: 9/91

End: 9/91

Staff: Cowell, Z. Shah,
Tajdaar

Status:

d) Write survey report

Start: 10/91

End: 10/91

Staff: Cowell, Z. Shah,
Tajdaar

Status:

e) Obtain and examine catalogues

Start: 11/9

End: 11/91

Staff: Tajdaar, Cowell

Status:

f) Draw up specifications

Start: 11/91

End: 11/91 Staff: to be assigned

Status:

g) Order items

Start: 12/91

End: 12/91 Staff: DPE business
office

Status:

h) Specify use and train for use

Start: 4/92

End: 6/92
and ongoing

Staff: Cowell,
Consultant,
Z.Shah, Staff
of office,
controlling
pre/in-service
institutions

Status:

i) Distribute and install items

Start: 4/92

End: 6/92

Staff: DPE business
and ongoing office
and vendors

Status:

j) Determine maintenance, repair and replacement policies and budget

Start: 5/92

End: 6/92

Staff: Head of
institutions
for pre/in-
service
training, Cowell

Status:

k) Establish inventory procedures

Start: 5/92

End: 6/92

Staff: DPE business
office staff

Status:

l) Check up on use of items and retrain as necessary

Start: 6/92

End: ongoing

Staff: Offices of
head of

institutions
responsible
for training

Status:

m) Reorder, as appropriate

Start: 6/92

End: ongoing

Staff: DPE business
office

Status:

5.0 CONSTRUCTION

BENCH MARK: Primary education facilities will be increased and located more effectively to increase enrollment of targeted populations.

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

a) Tender for bids

Start: 20/06/91

End: 30/06/91

Staff: G.Khan, F.Hussain,
M.Jan, S.J.Khan,
Robinson

Status: Tender was sent out on time.

b) Bids received & judged

Start: 7/91

End: 8/91

Staff: F.Hussain,
M.Jan

Status: Bids were received along with requests for an extension of the deadline for submitting bids. A new date in August was set and bidders notified. Once the new bids were in, a technical committee reviewed the technical proposals and developed a short list of the three top firms. These were then submitted to the Department Committee, chaired by the Secretary. Upon opening the cost proposals, it was discovered that all bids of the top three exceeded the Committee's level of competence. After long discussion, the Committee deferred action until the bids could be analyzed financially and a decision made as to whether the tender should be re-issued.

c) Negotiate price

Start: 9/91

End: 9/91

Staff: F.Hussain, M.Jan,
G.Khan, S.J.Khan

Status: Deferred until Committee decides whether to re-advertise.

d) Award contract

Start: 10/91

End: 10/91

Staff: F. Hussain, M.Jan,
S. J. Khan

Status:

e) Physical facilities survey

Start: 01/11/91

End: 31/03/92

Staff: F.Hussain, M.Jan,
Contractor staff

Status:

f) Improve school design

Start: 01/12/91

End: 31/12/91

Staff: F.Hussain, M.Jan,
S.J.Khan,Robinson,
G. Khan, Contrac-
tor staff

Status:

g) Review site criteria

Start: 01/12/91

End: 31/01/92

Staff: F.Hussain, M.Jan,
S.J.Khan,Robinson,
G. Khan,
Contractor staff

Status:

h) Develop five year repair and rehabilitation schedule

Start: 01/03/92

End: 31/03/92

Staff: F.Hussain, M.Jan,
Contractor staff

Status:

5.2 School mapping. A school mapping study will be conducted at the tehsil level in each district showing the need for new institutions. The data will be entered into tehsil level facilities maps prepared by the private A&E firm, along with the location, condition and need for repair and rehabilitation of these facilities, with a five-year repair and rehabilitation schedule provided by the physical status study. This information will then be entered in the Facilities Component of the EMIS.

a) Develop, design instruments schedule

Start: 01/01/92 End: 30/1/92 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) Training workshop for ADEOs, ASDEOs/development

Start: 01/02/92 End: 15/02/92 Staff: F.Hussain, M.Jan,
Robinson

Status:

c) Conducting mapping survey

Start: 01/03/92 End: 31/03/92 Staff: F.Hussain, M.Jan,
DEO/SDEO staff

Status:

d) Add result to school maps

Start: 01/04/92 End: 30/04/92 Staff: F.Hussain, M.Jan,
PED Staff

Status:

e) Enter data into school facilities file, EMIS

Start: 01/04/92 End: 31/05/92 Staff: F.Hussain, Fayyaz,
EMIS staff, LeBlanc

Status:

5.3 Construction Targets. Twelve construction targets for 1991/92, including already planned construction as well as additional construction to support the ten year programme, are set at:

5.3.1 684 Primary Schools. 684 schools will be constructed in location where there is assurance by the responsible District Education Officer that there are at least 80 girls or boys in the age group 5-9 who have no access to schools and that the location meets other site criteria. At least 60% of the new construction will be girls schools.

DUE TO CONSIDERABLE CONFUSION AND DELAY IN IDENTIFYING AND ACQUIRING SITES, THE STATUS OF ALL BUILDING ACTIVITIES WILL BE REPORTED ON IN THE 8TH QUARTER REPORT.

a) Tenders

Start: 01/07/91 End: 15/07/91 Staff: G.Khan, F.Hussain,

Status:

b) Advertise

Start: 01/07/91 End: 15/07/91 Staff: F.Hussain, M.Jan,
C&W staff

Status:

c) Bids received & judged

Start: 15/07/91 End: 15/08/91 Staff: F.Hussain, M.Jan,
C&W staff

Status:

d) Negotiate price

Start: 16/08/91 End: 31/08/91 Staff: F.Hussain, M.Jan,
C&W staff

Status:

e) Award contracts

Start: 16/08/91 End: 31/08/91 Staff: F.Hussain, M.Jan,
C&W staff

Status:

f) Construction

Start: 01/09/91 End: 31/05/92 Staff: F.Hussain, M.Jan,
C&W staff

Status:

- 200 New

a) Site selection

Start: 01/11/91 End: 31/11/91 Staff: F.Hussain, M.Jan,
G.Khan, S.J.Khan

Status:

b) Hand over sites

Start: 01/12/91 End: 15/12/91 Staff: F.Hussain, M.Jan,
G.Khan, S.J.Khan

Status:

c) PC 1 approved
Start: 15/11/91 End: 15/12/91 Staff: F.Hussain, M.Jan,
G.Khan, S.J.Khan

Status:

d) Tenders for school construction
Start: 15/12/91 End: 15/01/92 Staff: F.Hussain, M.Jan,
G.Khan, S.J.Khan

Status:

e) Advertise
Start: 01/02/92 End: 28/02/92 Staff: F.Hussain, M.Jan,
G.Khan, S.J.Khan

Status:

f) Bids received & judged
Start: 01/03/92 End: 31/03/92 Staff: F.Hussain, M.Jan,
G.Khan, A&E Firm

Status:

g) NKD, price
Start: 01/04/92 End: 15/04/92 Staff: F.Hussain, M.Jan,
G.Khan, A&E Firm

Status:

h) Award contracts
Start: 16/04/92 End: 30/04/92 Staff: F.Hussain, M.Jan,
G.Khan, A&E Firm

Status:

i) Construction
Start: 01/05/92 End: 30/04/93 Staff: F.Hussain, M.Jan,
G.Khan, A&E Firm

Status:

5.3.2 Upgradation. 128 girls' primary schools upgraded to middle schools in areas where middle school opportunities do not exist for girls and where grades 5 enrollment is enough to justify the higher level.

a) Tenders
Start: 01/07/91 End: 15/07/91 Staff: G.Khan, F.Hussain,

Status:

b) Advertise

Start: 15/07/91 End: 15/08/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Bids received & Judged

Start: 15/08/91 End: 15/09/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) d price

Start: 16/09/91 End: 16/10/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) Award contracts

Start: 17/10/91 End: 17/11/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Staff:

f) Construction

Start: 01/12/91 End: 30/06/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

-20 New

a) PC 1 approved

Start: 01/08/91 End: 30/09/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) Tender

Start: 01/10/91 End: 14/10/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Advertise

Start: 15/10/91 End: 31/10/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) Bids received & judged

Start: 02/11/91 End: 14/11/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) Negotiate price

Start: 16/11/91 End: 23/11/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

f) Award contracts

Start: 24/11/91 End: 30/11/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

g) Construction

Start: 01/12/91 End: 30/11/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

5.3.3 Hostels in Four Female GCETs. 400 additional hostel places at existing female GCETs. 100 in each of 4 locations where GCET enrollments are constrained by too little residential capacity.

Completion date: June 1993

5.3.4 Four GCETs. 4 additional GCETs (2 male and 2 female) in districts where training capacity is not available.

a) Secure the land

Start: End: 30/06/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) PC 1 approved

Start: 01/07/91 End: 31/07/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Tenders

Start: 01/09/91 End: 30/09/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) Advertise

Start: 01/10/91 End : 15/10/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) Bids received & judged

Start: 16/10/91 End: 15/11/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

f) d price

Start: 15/11/91 End: 16/12/91

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

g) Award contracts

Start: 16/12/91 End: 15/01/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

h) Construction

Start: 01/02/92 End: 30/06/93

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

5.3.5 184 existing primary schools reconstructed.

Completion date: Jun 1992

5.3.6 2554 additional classrooms in primary schools constructed.

Completion date: 1150 by Dec 1991; 720 by Jun 1992.

5.3.7 DPE Building. Construction of office building for the Directorate of Primary Education NWFP in Hayatabad.

a) Secure land

Start: 15/03/91 End: 15/06/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) Tender for design

Start: 01/07/91 End: 14/07/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Advertise

Start: 15/07/91 End: 31/07/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) Bids received & judged

Start: 01/08/91 End: 15/10/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) Negotiate price

Start: 20/10/91 End: 10/10/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

f) Award contracts

Start: 01/11/91 End: 01/11/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

g) Complete design

Start: 01/11/91 End: 01/01/92 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

- Tender for Construction

a) Tender

Start: 15/01/92 End: 15/01/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) Advertise

Start: 15/01/92 End: 20/01/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Bids received & judged

Start: 15/02/92 End: 28/02/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) Negotiate price

Start: 01/04/92 End: 15/04/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) Award contracts

Start: 15/04/92 End: 20/04/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

f) Construction

Start: 30/04/92 End: 30/06/94

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

5.3.8 Six DEOs Offices. 6 office buildings for DEOs/SDEOs in NWFP constructed.

a) Secured the land

Start: 01/07/91 End: 30/06/92

Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) Tender for Design

Start: 01/07/91 End: 14/07/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Advertise

Start: 15/07/91 End: 23/07/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) Bids received & judged

Start: 24/07/91 End: 05/08/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) d price

Start: 0-6/08/91 End: 15/08/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

f) Award contracts

Start: 15/08/91 End: 31/08/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

g) Complete design

Start: 01/09/91 End: 31/10/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

- Tenders for Construction

a) Tender

Start: 01/10/91 End: 15/10/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

b) Advertise

Start: 16/10/91 End: 31/10/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

c) Bids received & judged

Start: 01/11/91 End: 30/11/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

d) d price

Start: 01/12/91 End: 15/12/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

e) Award contracts

Start: 15/12/91 End: 31/12/91 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

f) Construction

Start: 01/01/92 End: 30/06/92 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

5.3.9 Warehouse Textbook Board. Warehouse for NWFP Textbook Board constructed in Hayatabad.

a) Tender

Start: 01/07/91 End: 07/08/91 Staff: M.Mangloori, S. J.
Khan, Robinson

Status:

b) Advertise

Start: 07/07/91 End: 31/07/91 Staff: M.Mangloori, S. J.
Khan, Robinson

Status:

c) Bids received & Judged

Start: 01/08/91 End: 30/08/91 Staff: M.Mangloori, S. J.
Khan, Robinson

Status:

d) d price

Start: 31/08/91 End: 14/09/91 Staff: M.Mangloori, S. J.

Status:

e) Award contracts

Start: 15/09/91 End: 30/09/91 Staff: M.Mangloori, S. J. Khan, Robinson

Status:

f) Construction

Start: 01/11/91 End: 30/11/92 Staff: M.Mangloori, S. J. Khan, Robinson

Status:

5.3.10 Construction of Staff Quarters at female GCET, Dabgari, Peshawar.

a) Tender

Start: 01/11/91 End: 30/11/91 Staff: G.Khan, F.Hussain, S.J.Khan, Robinson

Status:

b) Advertise

Start: 15/12/91 End: 15/01/92 Staff: G.Khan, F.Hussain, S.J.Khan, Robinson

Status:

c: Bids received & judged

Start: 01/02/92 End: 29/02/92 Staff: G.Khan, F.Hussain, S.J.Khan, Robinson

Status:

d) d price

Start: 01/03/92 End: 31/03/92 Staff: G.Khan, F.Hussain, S.J.Khan, Robinson

Status:

e) Award contracts

Start: 02/04/92 End: 16/04/92 Staff: G.Khan, F.Hussain, S.J.Khan, Robinson

Status:

f) Construction

Start: 01/05/92 End: 30/06/92 Staff: G.Khan, F.Hussain,
S.J.Khan, Robinson

Status:

5.3.11 1000 Mosque Schools for males and females opened.

Completion date: March 1992.

5.3.12 Review of Construction Management Study by GONWFP, discussion and decision by Steering Committee, and arrangements made for long term management of construction, either through a contract with a private firm or through C&W.

a) Decision

Start: 10/91 End: 11/91 Staff: F.Hussain, S. J.
Khan, and
committee appointed
by ACS

Status:

b) Tender (if decision is in favor of A&E Firm)

Start: 15/11/91 End: 20/11/91 Staff: G.Khan, F.Hussain,
M.Jan, S. J. Khan,
Robinson

Status:

c) Advertise for bids

Start: 25/11/91 End: 30/11/91 Staff: G.Khan, F.Hussain,
M.Jan, S. J. Khan,
Robinson

Status:

d) Receive and judge bids

Start: 01/01/92 End: 30/01/92 Staff: G.Khan, F.Hussain
S.J.Khan, Robinson

Status:

e) Negotiate price

Start: 30/01/92 End: 15/02/92 Staff: G.Khan, F.Hussain,

Status:

e) Award contracts

Start: 20/02/92 End: 20/02/92 Staff: G.Khan, F.Hussain,
M.Jan, S. J. Khan,
Robinson

Status:

4.3 REVISION OF THE ADMINISTRATION AND ORGANIZATION OF TEACHER TRAINING

start: 7/91 end: 10/91, and ongoing
TA staff: Cowell DPE staff: Lodhi, Zahida Shah
status:

THE SECRETARY OF EDUCATION, NWFP, HAS CONSTITUTED A COMMITTEE TO DETERMINE THE FUNCTIONS OF THE CURRICULUM BUREAU AND AN ORGANIZATION AND STAFFING PATTERN WHICH WILL ENABLE IT TO ACCOMPLISH THESE FUNCTIONS SUCCESSFULLY. THIS COMMITTEE IS CHAIRED BY NASRULLAH KHAN, ADDITIONAL SECRETARY OF EDUCATION. PROGRESS ON THIS ACTIVITY DEPENDS ON THE DECISIONS OF THIS COMMITTEE WHICH HAS NOT YET MET.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
start: 7/91 end: 7/91
status: complete
- b) Complete data collection
start: 7/91 end: 7/91
status: complete
- c) Write preliminary report, excluding recommendations
start: 7/91 end: 7/91
status: complete, including recommendations
- d) Review Foster/Farner and British Council reports
start: 8/91 end: 8/91
status: complete
- e) Devise draft organizational plan
start: 8/91 end: 8/91
status: awaits decisions by committee
- f) Have draft plan reviewed by authorities
start: 9/91 end: 9/91
status: awaits decisions by committee
- g) Add recommendations to plan
start: 10/91 end: 10/91
status: original recommendations in plan; new recommendations will
be added by committee
- h) Distribute plan and set up mechanism to act on recommendations
start: 10/91 end: upon approval/disapproval of
recommendations
status: awaits decisions by committee
- i) Implement approved recommendations
start: when approval obtained end: ongoing
status: awaits decisions by committee

- start: 8/91 end: 8/91
status: complete
- c) Conduct survey
start: 9/91 end: 9/91
status: not accomplished
- d) Write survey report
start: 10/91 end: 10/91
status: not accomplished
- e) Obtain and examine catalogues
start: 11/91 end: 11/91
status: not accomplished
- f) Draw up specifications
start: 11/91 end: 11/91
status: not accomplished
- g) Order items
start: 12/91 end: 12/91
status: not accomplished
- h) Specify use and train for use
start: 4/92 end: 6/92 and ongoing
start:
- i) Distribute and install items
start: 4/92 end: 6/92 and ongoing
status:
- j) Determine maintenance, repair and replacement policies and budget
start: 5/92 end: 6/92
status:
- k) Establish inventory procedures
start: 5/92 end: 6/92
status:
- l) Check up on use of items and retrain as necessary
start: 6/92 end: ongoing
status:
- m) Reorder, as appropriate
start: 6/92 end: ongoing
status:

6.1 TEACHER SUPPLY AND TRAINING MASTER PLAN

start: 7/91 end: 10/91 and ongoing
TA staff: Cowell
Bhattacharjea DPE staff: Lodhi, Zahida Shah, Jamshed
status:

PROGRESS ON THIS ACTIVITY HAS BEEN DEPENDENT ON AVAILABILITY OF COMPLETE SCHOOL CENSUS RESULTS. THESE RESULTS WILL BE AVAILABLE IN EARLY JANUARY, 1992. THIS ACTIVITY WILL BE COMPLETED IN EARLY 1992.

- a) Redesign description of data needs
start: 3/91 end: 4/91
status: complete
- b) Identify data sources
start: 4/91 end: 4/91
status: complete
- c) Assign DPE counterpart(s) and review plan with counterpart(s)

- f) Collect data for Phase II (field verification and additional regulations, precedents, usual procedures, common practices)
 - start: 7/91 end: 8/91
 - status: complete
- g) Write final report and draft recommendations
 - start: 9/91 end: 9/91
 - status: complete
- h) Circulate draft recommendations to authorities for comment
 - start: 9/91 end: 9/91
 - status: complete
- i) Revise recommendations into final form
 - start: 10/91 end: 10/91
 - status: awaits committee decisions
- j) Gain approval for recommended policy changes
 - start: 10/91 end: upon approval/disapproval of recommendations
 - status: awaits committee decisions
- k) Implement approved recommendations
 - start: when approval obtained end: ongoing
 - status: awaits committee decisions

6.3.1 MIDDLE AND SECONDARY SCHOOL STIPENDS FOR RURAL GIRLS

start: 9/91 end: 6/92
 TA staff: Cowell DPE staff: Lodhi, Zahida Shah
 status:

FEMALE DEOs HAVE HAD DIFFICULTY IN IDENTIFYING APPROPRIATE GIRLS TO RECEIVE STIPENDS. THIS HAS STALLED THE PROGRAM. HOWEVER, STEPS ARE NOW BEING TAKEN TO OVERCOME THIS DIFFICULTY. THE PROGRAM SHOULD BEGIN ON SCHEDULE AT THE START OF THE NEXT ACADEMIC YEAR IN APRIL.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
 - start: 7/91 end: 7/91
 - status: complete
- b) Identify districts where stipends will be given
 - start: 7/91 end: 7/91
 - status: complete
- c) Design system for identifying girls to receive stipends and identify girls
 - start: 8/91 end: 8/91
 - status: system is designed. Identification of girls is in process.
- d) Determine delivery and monitoring system for stipends
 - start: 8/91 end: 8/91
 - status: begun
- e) Create budget
 - start: 8/91 end: 8/91
 - status: complete
- f) Devise contract or bond system to insure that girls receiving stipends enter primary teaching
 - start: 8/91 end: 8/91

- status: complete
- g) Conduct program
 - start: 9/91 end: ongoing
 - status: not accomplished
 - h) Monitor program
 - start: 9/91 end: ongoing
 - status: not accomplished
 - i) Design summative evaluation of program
 - start: 3/92 end: 3/92
 - status:
 - j) Write report with recommendations for revision and extension
 - start: 6/92 end: 6/92
 - status:
 - k) Evaluate effectiveness of program
 - start: 6/94 end: 7/94
 - status:

6.3.2 DISTANCE MATRIC PROGRAM FOR 600 SECONDARY GIRLS AND PTC PROGRAM FOR 1500 IN-SERVICE TEACHERS

start: 6/91 end: 6/92
 TA staff: Cowell DPE staff: Lodhi, Zahida Shah
 status:

THE CONTRACT FOR THE PTC PROGRAM HAS BEEN SIGNED AND THE PROGRAM IS FUNCTIONING. FEMALE STUDENTS IN THREE DISTRICTS AND MALES IN ONE DISTRICT ARE NOT YET ENROLLED. OTHERWISE, THE PROGRAM IS ON TARGET. THE CONTRACT FOR MATRICULATE STUDENTS WAS NOT SIGNED BECAUSE THE COSTS WERE DEEMED EXCESSIVE. IF AIOU APPEARS TO BE DOING A GOOD JOB WITH THE PTC CONTRACT THEY WILL BE APPROACHED AGAIN IN EARLY 1992 TO DETERMINE IF COSTS CAN BE REDUCED AND A CONTRACT SIGNED FOR THE MATRICULATE PROGRAM.

- a) Check with AIOU on status of current contracts
 - start: 6/91 end: 6/91
 - status: complete
- b) Assign DPE counterpart(s) and review plan with counterpart(s)
 - start: 7/91 end: 7/91
 - status: complete
- c) Reactivate old contracts or prepare and sign new contracts
 - start: 7/91 end: 7/91
 - status: PTC contract signed, Matric contract not signed
- d) Select villages and girls, select teachers
 - start: 7/91 end: 7/91
 - status: accomplished for most PTC students
- e) Design monitoring system
 - start: 8/91 end: 8/91
 - status: complete
- f) Devise contract/bond system to insure that girls receiving stipends enter primary teaching
 - start: 8/91 end: 8/91
 - status: bond designed and approved
- g) Conduct programs

- start: 9/91 end: ongoing
 status: PTC program in full swing, Matric program postponed
- h) Monitor program and review performance and effectiveness of AIOU
 start: 1/92 end: 6/92
 status: program is being monitored
- i) Write reports with recommendations for revision and extension
 start: 6/92 end: 6/92
 status:

6.3.3 EXPANDED ALLOWANCES FOR RURAL FEMALE PTC STUDENTS

start: 7/91 end: 6/92
 TA staff: Cowell DPE staff: Lodhi, Zahida Shah
 status:

ALL NECESSARY ELEMENTS ARE READY TO DISTRIBUTE THE EXPANDED ALLOWANCES ON SCHEDULE AT THE END OF THE 1991-1992 ACADEMIC YEAR. PROMOTIONAL MATERIALS ARE NOW BEING DEVELOPED BY MEANS OF WHICH GRADUATING FEMALE MATRIC STUDENTS WILL BE INFORMED OF THE EXPANDED ALLOWANCE.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
 start: 7/91 end: 7/91
 status: complete
- b) Determine amount of stipends and delivery and monitoring system for stipends
 start: 8/91 end: 8/91
 status: complete
- c) Create budget
 start: 8/91 end: 8/91
 status: complete
- d) Conduct program
 start: 9/91 end: 5/92
 status: expanded allowances will be distributed on scheduled at the end of the 1991-1992 academic year
- e) Monitor and evaluate program
 start: 9/91 end: 6/92
 status: not begun because allowances not yet distributed
- f) Write report with recommendations for revision and extension
 start: 6/92 end: 6/92
 status:

6.4 ALTERNATE DELIVERY SYSTEMS FOR FEMALE PRIMARY EDUCATION

start: 7/91 end: 6/92
 TA staff: Cowell DPE staff: Zahida Shah
 status:

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
 start: 7/91 end: 7/91
 status: complete
- b) Specify details of each innovation

start: 7/91

TA staff: Cowell

status:

end: 12/91

DPE staff: Zahida Shah, Abdur Rashid

PRE-SERVICE STUDENTS HAVE BEEN TESTED AND THE DATA READIED FOR STATISTICAL ANALYSIS. THE REPORT OF THIS PHASE WILL BE READY IN EARLY 1992. IN-SERVICE TEACHERS WILL BE TESTED IN MARCH, 1992. THE STUDY WILL BE COMPLETED ON SCHEDULE.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
start: 7/91 end: 7/91
status: complete
- b) Review study design and materials, and update as necessary
start: 8/91 end: 8/91
status: complete
- c) Complete logistical arrangements for study
start: 8/91 end: 8/91
status: complete
- d) Test pre-service students and analyze results
start: 9/91 end: 10/91
status: testing complete, data entered, analysis to begin shortly
- e) Test in-service teachers and analyze results
start: 12/91 end: 12/91
status: postponed to 3/92
- f) Plan strategy to fill gaps in-service teachers' knowledge
start: 1/92 end: 1/92
status:
- g) Retest pre-service students at end of year and analyze results
start: 5/92 end: 6/92
status:
- h) Plan strategy to remedy deficiencies in pre-service content coverage
start: 7/92 end: 8/92
status:
- i) Write report with recommendations
start: 9/92 end: 9/92
status:

6.5.3 STUDY TOURS

start: 7/91

TA staff: Cowell

status:

end: 6/92

DPE staff: F. Hussein

STUDY TOURS IN SCHOOL MAPPING AND EMIS HAVE BEEN CANCELED. THEY CAN BE RESCHEDULED FOR A LATER YEAR, IF DESIRABLE. PLANS FOR THE UNICEF TOUR OF THE BRAC PROJECT AND THE MULTI-GRADE TOUR THROUGH THE NORTHWEST REGIONAL EDUCATIONAL LABORATORY ARE PROCEEDING. NAMES AND PAPERS FOR PRINCIPAL AND ALTERNATE NOMINEES FOR ALL TOURS ARE PROCEEDING THROUGH GOVERNMENT CHANNELS FOR APPROVAL.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
start: 7/91 end: 7/91
status: complete
- b) Determine needs and objectives for study tours

- start: 4/91 end: 7/91
status: complete
- c) Choose participants and complete procedures
start: 8/91 end: dependent on procedures
status: participants chosen, procedures in process
- d) Organize tours
start: 4/91 end: dependent on procedures
status: in process
- e) Assign responsibility for tour monitoring and reports
start: dependent on procedures end: same
status:
- f) Conduct tours
start: dependent on procedures end: same
status:
- g) write tour reports
start: at end of each tour end: same month
status:

6.5.4 LEARNING COORDINATOR TRAINING

start: 6/91 end: 1/92, and ongoing
TA staff: Cowell, W. Malik DPE staff: Lodhi
status:

EVALUATION OF LAST SUMMER'S TRAINING IS IN PROCESS AND WILL BE COMPLETED IN MARCH, 1992. ALL 50 MOTORCYCLES HAVE ARRIVED AND ARE BEING DISTRIBUTED TO MALE Lcs. JEEPS FOR FEMALE Lcs HAVE NOT ARRIVED, NOR HAS THE DEPARTMENT OF FINANCE APPROVED THE SALARIES OF DRIVERS OR MONEY FOR POL FOR THESE JEEPS. UNICEF IS NOW DECIDING THE EXTENT OF THEIR FINANCIAL PARTICIPATION IN THE NEXT TRAINING SCHEDULED FOR THE SUMMER OF 1992.

- a) Analyze and refine LC Trainer training, write report of LC Trainer workshop
start: 6/91 end: 6/91
status: complete
- b) Participate in LC training, as indicated and as time allows
start: 6/91 end: ongoing
status: complete
- c) Assign DPE counterpart(s) and review plan with counterpart(s)
start: 7/91 end: 7/91
status: complete
- d) In cooperation with UNICEF, evaluate training effectiveness and LC performance
start: 4/92 end: 5/92
status: in process
- e) Decide on desirability of continuing the use of Lcs and on needed revisions in their role and activities
start: 6/92 end: 6/92
status:
- f) In cooperation with UNICEF, plan and organize further LC Trainer and LC workshops
start: as needed end: ongoing
status:

The work of the Technical Assistance Team with the Curriculum Bureau/Education Extension Center has recently increased. The following activities are centered at the Bureau and are in addition to the Bureau activities in the PED 1991-1992 Annual Work Plan.. To the extent possible, these activities will also be initiated in the first half of 1992.

1. COMPUTERIZING SELECTED CB/EEC DATA

All CB/EEC data are now compiled and stored by hand. PED has gotten the CB/EEC computer installed and running and has begun training one Bureau staff member. We will recommend further improvements to the computer room and discuss with the Director and Chief Instructor computerization possibilities and needs. We will jointly agree on a plan for computer use, on CB/EEC staff members to be trained, on the type of training each member needs, on how and where this training is best obtained, and on other future actions and activities.

2. DEVELOPMENT OF THE PTC CONDENSED COURSE

The three-month PTC "condensed course" is not effective and needs to be redesigned. Two staff members of the CB, two staff members of the EEC, and eight GCET instructors will attend a "condensed course" development workshop in Quetta in February. The course has been designed by the TA team working with the Balochistan Curriculum Bureau. The TA budget will provide funding for ten of these twelve staff members.

During this PED workshop final lesson plans for all 360 hours of the condensed course curriculum will be developed, teaching aids to go with some of the lessons will be created, tests to be given at the end of the fourth and eleventh weeks of the PTC course will be constructed, PEP II Modules will be examined for their relevance as an instructional material in the course, and selected supplementary instructional materials for the use of PTC instructors will be identified/developed.

Training for trainers of this condensed course is also a major need. For the first time, in the fall of 1991 the secondary school teachers who are instructors in the condensed course were given training. This training was a positive step but needs to be improved further. The next training will take place in April, 1992. Training for condensed course Master Trainers will be based on the outcomes of the curriculum development component of this activity and on visits to the current round of condensed courses offered from December, 1991 through March, 1992.

3. IN-SERVICE TRAINING FOR GCET INSTRUCTORS

At present, GCET instructors do not have a well planned and organized program of in-service training based on an analysis of their needs. A specific strategy for accomplishing this activity will be developed. Two

components of needed training are already identified. These are Effective Teaching Practices training which has already been developed by the TA team, and training in the use of supplementary instructional materials.

The Bureau has a budget of 3 lakhs rupees for the purpose of providing such materials for use by the GCET instructors. Work has not yet begun on this activity, but the funds must be spent by June 30, 1992.

Time will be set aside in the PED condensed PTC course workshop in Quetta to create materials suitable for use in training colleges in both NWFP and Balochistan. When NWFP GCET instructors attend the Effective Teaching Practices workshop in Abbottabad, time will be devoted to discussing the need for supplementary materials and identifying appropriate materials for purchase or creation. The two Peace Corps Volunteers now working at GCETs in NWFP will come to the CB to discuss their ideas regarding appropriate materials.

4. RESEARCH

Conducting research in curriculum and teacher training is one of the duties of the CB/EEC. However, to date the Bureau has not had sufficient trained staff to undertake this task to the extent needed. At present, one member is studying teachers' use of instructional time, and another study is planned to assess the quality of the PTC degree. The PED TA team will provide technical assistance and training to the CB/EEC in designing and conducting a program of research which is reasonable, given the quantity and training of its staff.

5. IN-SERVICE TRAINING FOR CB, EEC, AND PCRFP STAFF

At present CB, EEC, and PCRFP staff do not have a well planned and organized program of in-service training based on an analysis of their needs. A specific strategy for accomplishing this activity will be developed by the TA team working with the Bureau staff. The first training to be given will be in Effective Teaching Practices.

6. REORGANIZATION OF PRACTICE TEACHING COMPONENT OF PTC DEGREE

Time devoted to practice teaching is sufficient in length in both the nine month and three month versions of the PTC. However, it is poorly organized, supervised and evaluated, and student teachers teach too few practice lessons and teach these lessons under unrealistic conditions. A specific strategy for reorganizing the PTC practice teaching component will be developed by the TA team with the staff of the Bureau and GCETs.

7.0 INSTRUCTIONAL MATERIALS

7.1 Instructional Materials Development Cell

a) Form an Instructional Materials Development Cell (IMDC)

start: 6/91 End: 6/91 Staff: Habib, Robinson,
S. J. Khan

Status: complete

b) Conduct workshop on curriculum analysis

Start: 8/91 End: 9/91 Staff: Habib, Mangloori,
Jamshed, Pak-
German staff.

Status: complete

c) Develop tests of basic skills that are related to instructional objectives.

Start: 8/91 End: on-going Staff: Habib, IMDC
staff

Status: in-progress

d) Conduct workshop on field testing

Start: 11/91 End: 11/91 Staff: Robinson,
Habib
Jamshed,
Mongloori, Pak
German staff

Status: Planned for January 1992

e) Develop instructional units for Kachi class

Start: 10/91 End: on-going Staff: Habib, IMDC
staff

Status: in-progress

f) Develop annotated teachers' editions for use with prepared instructional materials.

Start: 10/91 End: on-going Staff: Habib, IMDC
staff.

Status: in-progress

g) Field test the prepared instructional units for Kachi class and the annotated teachers' editions.

Start: 3/92 End: on-going Staff: R&D PDE staff,
PCRP Field

staff, PDE DEO's
staff

Status: The IMDC staff conducted limited field testing of three annotated instructional units for Beginning Mathematics/Science, Urdu, and Pashto in the Primary schools of Hayatabad. Field testing the instructional units and the annotated teachers' editions in the experimental site, in Malakand, are planned for the academic year starting April, 1992.

h) Revise the prepared instructional units for Kachi class and the annotated teachers' editions based on feedback.

Start: 4/92 End: on-going Staff: IMDC

Status: The IMDC staff revised the prepared materials based on the findings of the limited field testing they conducted in the schools of Hayatabad.

Revision of the total developed materials will be based on the feedback generated from the field during the Spring of 1992.

7.1.1 Graded Vocabulary in Pashto

a) Coordinate the activities involved in conducting the Pashto graded vocabulary with Pak-German Bas-Ed staff.

Start: 6/91 End: 7/91 Staff: Habib, Pak-German staff.

Status: The proposal of the Charsada Pak-German Bas-Ed Project is being processed, therefore all new activities are on hold at present.

b) Train researchers

Start: When Pak End: Staff: Bashir, Pak-German ready
German ready German staff.

Status: deferred

c) Input data collected

Start: When study End: Staff: LeBlanc, PDE, conducted
conducted Pak-German staff.

Status: deferred

d) Analyze data and report findings

Start: When data End: Staff: Bashir, Pak - collected
collected German staff

Status: deferred

e) Discuss implications of study with IMDC

Start: During '92 End: Staff: Bashir, Pak-German staff.

Status: deferred

7.1.2 Contrastive Analysis Study

a) compile data and report findings

Start: 8/91 End: 8/91 Staff: Bashir.

Status: completed

b) review findings of the study

Start: 9/91 End: 9/91 Staff: Habib, Robinson.

Status: on-going

c) discuss implications of study with IMDC

Start: 9/91 End: on-going Staff: Bashir.

Status: on-going

d) publish and distribute study

Start: 10/91 End: 11/91 Staff: Riaz ud Din

Status: in-progress

7.1.3 Kachi and Multi-Grade Studies

a) develop questionnaires for the Kachi and Multi-Grade Studies

Start: 4/91 End: 4/91 Staff: Rugh, Habib.

Status: completed

b) Orient administration to the use of research as a tool for decision making

Start: 5/91 End: 5/91 Staff: Rugh, Habib, Jamsheeda, Lodhi.

Status: on-going process

Status: on-going

b) Develop annotated teachers' editions for use with prepared instructional units.

Start: 10/91 end: on-going Staff: Habib, IMDC

Status: on-going

c) Try the annotated teachers' editions with the prepared instructional units in experimental settings.

Start: 9/91 End: on-going Staff: PCRFP Field staff

Status: planned for April 1992.

d) Revise the annotated teachers' editions based on feedback from field testing.

Start: 10/91 End: on-going Staff: IMDC

Status: Planned for Spring 1992.

7.3 Supplementary Instructional Materials

a) Design a plan of action to provide supplementary instructional materials to selected experimental sites: Malakand, Dir, and Karak

Start: 8/91 End: 9/91 Staff: Habib, Robinson
TRC, Lodhi,
Z. Shah

Status: A plan is devised, and will be implemented during the academic year starting April 1992.

b) Implement plan of action in experimental sites

Start: 11/91 End: on-going Staff: Habib, TRC, PED staff and Dist. Ed. staff of Malakand, Dir & Karak

status: The plan will be implemented Spring 1992.

c) Conduct assessment of action undertaken

Start: 1/92 End: 2/92 Staff: Habib, PED staff
Dist. Ed. staff
of Malakand, Dir

and Karak

Status: Plan to assess action will be devised Spring 1992.

d) Design a plan of action to prepare supplementary instructional materials such as workbooks.

Start: 2/92 End: on-going Staff: Habib, Mangloori,
IMDC staff.

Status: The instructional materials prepared by the IMDC staff have incorporated practice workbooks.

e) Implement plan of action

Start: 2/92 End: on-going Staff: Habib, IMDC

Status: on-going

7.4 Supplementary student learning materials developed by the Instructional Materials Cell and the Textbook Board

Start: End: Staff:

status: Designs to prepare supplementary reading materials after the completion of each level is planned. The IMDC staff will develop the ideas, and the Textbook Board will execute the plans.

7.5 Teacher Support Materials

a) Design a plan of action to provide Teachers' support materials to selected experiment site Malakand, Dir, and Karak

Start: 8/91 End: 9/91 Staff: Habib, Robinson
TRC, Lodhi,
Z. Shah

Status: on-going

b) Implement plan of action in Experimental Sites

Start: 11/91 End: on-going Staff: Habib, TRC, PED
staff Dist. Ed.
staff of Malakand
Dir, & Karak

Status: Planned for Spring 1992.

c) Conduct assessment of action undertaken

Start: 1/92 End: 2/92 Staff: Habib, PED staff
& Dist. Ed. staff
of Malakand, Dir

Status: Planned for Spring 1992.

d) Design a plan of action to prepare support materials.

Start: 12/91

End: 12/91

Staff: Habib, Mangloori,
IMDC

Status: on-going

e) Implement plan of action to prepare teacher support materials for instructional units of Kachi class.

Start: 1/92

End: 2/92

Staff: Mangloori, Habib,
IMDC staff

Status: on-going

f) Implement plan of action to prepare general teacher support materials.

Start: 4/92

End: on-going

Staff: Mangloori, Habib,
IMDC staff.

Status: on-going

7.6 Implementation of the Recommendations of the Organizational Study of the Textbook Board.

a) Devise a plan for receiving recommendations of the study

Start: 5/91

End: 5/91

Staff: Mumtaz Akbar,
Mongloori

Status: The Textbook Staff have designated the University of Peshawar to study the recommendations of the Organizational Study of the Textbook Board.

The NORAD Project on the other hand, is providing technical assistance to the National Textbook Boards to meet different needs that have been identified such as illustration, design, layout, and testing.

The Textbook Board plans to use PED technical assistance in other areas such as evaluation, preparation of Annotated Teachers' Editions, and training in the use of computers.

Therefore the Textbook Board association with PED is limited to providing technical assistance in certain areas such as education and computer technology, and know-how. PED association with the

Textbook Board is one of collaboration on the preparation of instructional materials, support materials, and supplementary materials.

b) Devise a plan for training in computer uses for business, sales, inventory control and text book production.

Start: 5/91

End 5/91

Staff: Mumtaz Akbar,
Robinson
Computer
Center
Pes. Univ.

Status:

c) Purchase and install computers

Start: 3/92

End: 3/92

Staff: Akbar, PED

Status:

d) Implement training program

Start: 6/92

End: 9/92

Staff: TBB staff.
Consultant
from Pesh.
University

Status:

e) Conduct workshop on annotated teachers' editions of Textbooks for Board Staff

Start: 11/91

End: 12/91

Staff: Habib, Consultant

Status: Will be planned when scheduled.

f) Conduct workshop on field testing and evaluating textbooks

Start: 12/91

End: 1/92

Staff: Robinson,
Consultant

Status:

7.6.1 Training of editorial staff in editorial, design, and techniques for evaluating textbooks; of administrative and management staff in modern management practices, procedures and skills; of business, sales, editing, production, inventory, and distribution staff in computer applications for their functions.

Start:

End:

Staff:

status: Training in modern management skills, and business practices will be planned when computers become available.

7.6.2 Experimenting with the Provision of Free Textbooks.

a) Devise a plan for experimenting.

Start: 1/92

End: 1/92

Staff: Robinson, Habib,
PED & TBB staff.

Status: deferred until prepared instructional materials are ready for dissemination.

b) Discuss implication of plan

Start: 2/92

End 2/92

Staff: Shah Jehan,
Akbar, and
Robinson.

Status:

c) Implement plan

Start: 3/92

End: 4/92

Staff: PED & TBB Staff

Status:

7.6.3 Providing Teachers with Annotated Editions of Textbooks and Other Teacher Support Materials.

a) Devise a plan for providing teacher support materials

Start: 1/92

End: 1/92

Staff: PED, TBB,
Robinson, Habib

Status: Providing Teachers with Annotated Editions of Textbooks will be deferred until the newly prepared materials have been field tested and are ready for dissemination.

Providing Student Supplementary Materials and Teacher Support Materials is planned for academic year 1992-93

b) Implement the plan

Start: 3/92

End: 4/92

Staff: TBB, & PED Staff

Status: Deferred

on board

framework

staff

Status: Deferred until activity is scheduled.

b) Facilitate the implementation of the devised plan of evaluation.

Start: when staff
on board

End: within plan
framework

Staff: Habib, PED
staff

Status: Deferred until scheduled.