



PRIMARY EDUCATION DEVELOPMENT  
PROGRAM

QUARTERLY REPORT NUMBER EIGHT

1 October through 31 December 1992

Academy for Educational Development, Inc  
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# Primary Education Development Program

## QUARTERLY REPORT EIGHT

For the Period 1 October Through 31 December 1991

### OVERVIEW

This report covers activities in both provinces during the eighth quarter of the contract period. The highlights of activities undertaken or accomplishments achieved during the quarter are listed below in brief. Following that are the Master Work Plans for the two provinces which update the status of each of the tasks in the Plan.

### ADMINISTRATIVE MATTERS

#### Management and Administration

Successful mid-year Progress Reviews were held in both provinces, on December 18 in Quetta and on November 19 in NWFP. In NWFP the technical assistance staff worked with the Department of Education on the design and preparation of the three-year Social Sector Action Plan (SSAP), a World Bank sponsored planning activity for health, water and sanitation, and primary education. The TA staff also helped in the preparation of the Eighth FiveYear Plan for Primary Education in Pakistan.

In both provinces, a management information system (BEMIS) has been implemented. The Balochistan system (BEMIS) is ahead of the EMIS in NWFP and now provides detailed information on all primary education schools in Balochistan to the Secretary and other Department authorities. Information on the potential for female education in all villages in Balochistan and for three-fourths of the villages in NWFP will be available soon. A plan for the bifurcation of Primary/Elementary education from secondary education in Balochistan has been prepared and is currently being studied for planned implementation by July 1992. The plan has been submitted for Government approval by the Secretary of Education.

A special committee has been officially created by the Additional Chief Secretary (Development). The committee has recommended bifurcation of elementary (Kachhi-8th) and secondary to be effective July 1992. A decentralization plan is included as part of the Bifurcation plan. A training program to assist in implementation of the reorganized department is being developed in collaboration with Sindh and NWFP management trainers.

In NWFP, the EMIS has cleaned all the school census data for 1990/91 after a long and painful struggle, has collected the 1991/92 data from all schools, and is entering and cleaning the data. Data from the three experimental EMIS districts are being entered and cleaned by district personnel. Data from the Human Resource Survey (Phase I) has been analyzed and reported on to the effected DEOs for their use, particularly in site selection for girls' schools.

#### DONOR COORDINATION

In Balochistan, several joint activities are currently underway with UNICEF (Mobile teacher Training; Curriculum Reform; Human Resource Survey; District Saturation Program). BEMIS development involves close collaboration with UNDP/UNESCO. Community development activities are being considered jointly with the German supported Balochistan Rural Support Program (BRSP). Asian Development Bank (ADB) Community school curriculum specialists are working with PED on development of "Crash Teacher Training Program". A significant new World Bank activity is being jointly planned with PED. Current WB PEP-II activities will be integrated with PED.

In NWFP, representatives all donors supporting the development of instructional materials serve on a Committee to Coordinate the Development of Instructional Materials. That Committee met with the Joint Secretary of Education, Ministry of Education/Islamabad, Curriculum Wing, for a three-day period to reviews materials developed to date and set up field trials for their evaluation in actual use in schools.

#### PRIVATE EDUCATION

As mentioned in the last Quarterly Report, in Balochistan the Mand school trust has been established. Consideration of establishing a private education foundation, as has been done in NWFP, has been given to the Academic Unit in the Department of Education.

In NWFP, the legislative package for the Frontier Education Foundation was vetted by the Law Department, approved by the Cabinet and the Chief Minister, and will be taken up by the Provincial Assembly in its next session.

#### TEACHER SUPPLY, TRAINING, AND SUPERVISION

The area of teacher supply and training has seen significant success in identifying and training females to become teachers in the rural areas of Balochistan through the mobile female teacher training program. Another effort underway is the "Crash Program" which will provided "short course" training to several thousand untrained teachers in Balochistan's primary schools who are teaching without a certificate or any preparation.

Future activity of Mobile Teacher Training depends upon the availability of teaching positions for those trained. It is inappropriate for women to be trained to teach in rural areas and then not provide schools or teaching positions for them.

Eight teachers were appointed in Khanozai and ten in Panjgur but another 125 teachers trained in this program await appointment. In September, the steering

committee committed itself to providing three hundred positions for Mobile Female Teacher Training graduates. On this basis the MFTT plan for 1991-92 was developed.

However, these positions have not been established and it may be necessary for PED and UNICEF to stop this successful program unless positions are supplied for those trained.

In NWFP, a detailed study will be undertaken to see if the Mobile Teacher Training Activity can be used in remote rural areas of the province where females have no access to teacher training colleges to train village women to be teachers in their own villages.

As mentioned briefly above and in the last quarterly report, 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 Sec. of Education in September. Details of the 360-hour program curriculum is in progress of development.

Teacher trainers and Bureau of Curriculum personnel from the NWFP will participate in a workshop in February to develop further the training materials for the "crash course" to be held. Training is scheduled to begin in both provinces in June 1992.

In Balochistan, a detailed staff development plan for the Bureau of Curriculum and Extension and Textbook Board has been developed and reviewed with Secretary. Specific recommendations for strengthening the capability are being finalized. In NWFP, a similar plan has been awaiting action from a committee appointed by the NWFP Secretary of Education.

#### INSTRUCTIONAL MATERIALS

One major accomplishment in this area in Balochistan is the success of the Primary Education Curriculum Reform Program (PCR) which is supported by UNICEF, the Bureau of Curriculum, and PED. Teacher guides have been prepared and are in printing. Work is going on in the development of special readiness materials for Kachi classes.

In NWFP, the writers in the Instructional Materials Development Center (IMDC) have prepared and tested readiness materials for pupils, teachers' directions, and supplementary teacher support materials in math, science, Urdu and Pashto. Field testing in experimental districts will begin in the next quarter when schools begin their new school year.

#### CONSTRUCTION

As mentioned in the last report, an A&E firm has been signed on in Balochistan to help plan and manage the school construction program. In NWFP, approval has been given to establishing a DCW in the Primary Education Directorate which will hire an A&E firm, as has been done in Balochistan. What remains to be done in NWFP to have the DCW established is the development of a full plan for doing so which is currently underway. Final action is expected in the next quarter.



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, streamling 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: Organization analysis report will be complete this quarter. Implementation will begin in the first quarter of calendar year '92.

c). Conduct staff training needs assessment.

Start: 1/10/91

End: 30/10/91

Status: The training needs assessment began with the top staff in the Directorate on 4/11/91 and was completed by quarter end though the final report will not be available until mid-January.

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 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

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  
two months.

End: On-going. Committee to meet every

Status: Committee has been formed. Has met in June and in August. Coordinated the planning of the Writers' workshop. Committee also met in October with Joint Secretary of Education (Curriculum Wing/Islamabad) for a review by a specially appointed national review committee of the instructional materials prepared by the PCR Project, the Pak-German Project, the IMDC writers, the PEPPII project, and the Asian Development Bank. A result was the decision to field test (for a formative evaluation) the Pak-German materials (in Charsadda), the IMDC materials (in three districts to be selected), the PCR in Malakand.

d) enlarge the Committee's "charter" (it's rights, responsibilities, functions and its operation) to include coordination, review, and decision authority over 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

Status: With the field test of the newly developed instructional materials mentioned above, the Committee will be exercising its new charter.

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 needs of Directorate headquarters organization and staff.

Start: 15/10

End: 15/11

Status: Activity began in October and was completed by quarter end.

d) conduct staff training needs assessment.

Start: 20/10

End: 10/11

Status: Completed

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

Start: 30/10

End: 15/11

Status: Will be accomplished during the first two quarters of calendar year '92.

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

Start: 10/11

End: 15/11

Status: Will accompany training plan and schedule

f) implement training

Start: 1/1/92 End: on-going as scheduled.

Status: Will be accomplished in first three quarters of calendar year '92

g) conduct continuing assessment of training.

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

Status: Has not yet begun because training has not yet begun

#### 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: Will be undertaken in summer or early fall of '92

b) design TOT training plan and schedule.

Start: 1/11 End: 15/11

Status: will be accomplished following training needs assessment

c) conduct training of trainers.

Start: 15/1/92 End: 25/1/92

Status: deferred until preparatory work completed

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

Start: 20/1/92 End: 25/1/92

Status: deferred

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

Start: 20/1/92 End: 25/1/92

Status: deferred

f) implement training plan.

Start: as scheduled End: on-going until schedule is completed.

Status: deferred







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

status: see above

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. Initial system developed and under test.

b)      Implement in pilot districts

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

status: Must wait until provincial system is complete, debugged, and operational. Expect design work to begin in May '92

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: in progress

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: complete

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

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

status: Data gathering is complete.

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: Complete

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 pla for foundation

Start: When foundation operational. End: Ongoing

f) implement social marketing plan

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

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

Start: 1/6/92

End: ongoing

Status:will begin with fall '92 census which will include private schools

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)

start: 7/91

end: 6/92, and ongoing

TA staff: Cowell

DPE staff: Zahida Shah, Tajdaar

status:

IT HAS PROVEN DIFFICULT TO GET THE SURVEY FORMS COMPLETED, AND THIS HAS STALLED THE ACTIVITY. A NEW ATTEMPT TO COMPLETE THIS PHASE WILL BE MADE IN EARLY 1992. THE SERVICES OF A CONSULTANT IN LIBRARY MANAGEMENT WHO WILL ADVISE ON NEW LIBRARY ACQUISITIONS HAVE BEEN OBTAINED FOR THE PERIOD OF FEBRUARY 23 THROUGH MARCH 6, 1992.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)  
start: 7/91 end: 7/91  
status: complete
- b) Design survey forms  
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:

## 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: deferred until choice of bid made

e) Physical facilities survey

Start: 01/11/91

End: 31/03/92

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

Status: awaits completion of contract award

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: awaits completion of contract award

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: awaits completion of contract award

h) Develop five year repair and rehabilitation schedule

Start: 01/03/92

End: 31/03/92

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

Status: awaits completion of survey

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: Instrument designed in October '91 when the Minister of

Education requested that an immediate survey be taken, not wishing to wait until March '92 when it had been planned following the completion of the Physical Conditions Survey.

b) Training workshop for ADEOs, ASDEOs/development

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

Status: Workshop deferred. Officials felt it was not needed.

c) Conducting mapping survey

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

Status: Work began in Oct. and will be complete sometime in Jan or Feb '92

d) Add result to school maps

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

Status: Not possible until Physical Conditions Survey completed

e) Enter data into school facilities file, EMIS

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

Status: See above

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

Rather than report on the status of construction by the task levels laid out, which consist of the linear steps required to go from site selection to completed construction, it was felt that preparing tables like the following which consolidate the information would be easier for the reader to follow and more informative.

Status of Construction as of 31/12/91

1. New primary schools

	ADP	OTHER	TOTAL
Target	326	100	426
Sites handed over	289	98	387
Work in progress	94	71	165
Completed	0	8	8

2. Reconstruction

Target	166
Sites handed over	153
Work in progress	54
Completed	0

3. Additional rooms(not including PEP II)

Target	684
Sites handed over	606
Work in progress	225
Completed	0

4. Upgrade prim to middle

Target	20
Sites handed over	20
Work in progress	17
Completed	2
Disputed	1

5. Construction of additional Hostel spaces in existing Female GCETs

Target	400
Work in progress	200 (50% complete)
Completed	0

6. Construction of new GCETs

Target	4
Sites handed over	3
Work in progress	3
Completed	0

a) Tenders

Start: 01/07/91      End: 15/07/91

Staff: G.Khan, F.Hussain.  
Robinson,C&W  
staff

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) Negotiate 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,  
S.J.Khan, Robinson

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) Negotiate 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) Negotiate 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: Land has been purchased

b) Tender for design

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

Status: Tenders sent out on time

c) Advertise

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

Status: Complete

d) Bids received & judged

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

Status: Bids were received, reviewed by a technical committee who produced a short list of the top three. Their decision overturned by the P&D Department, who re-reviewed the bids and selected a short list of the top five. This took much time and extended the process into 1992.

e) Negotiate price

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

Status: No decision made on the awards by quarter end

f) Award contracts

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

Status: Will have to await final bid selection

g) Complete design

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

Status: See Above

- 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: No Action has yet been taken on this activity.

b) Tender for Design

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

Status: See above

c:Advertise

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

Status: See above

d) Bids received & judged

Start: 24/07/91 End: 05/08/91

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

Status: See above

e) Negotiate price

Start: 06/08/91 End: 15/08/91

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

Status: See above

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) Negotiate 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: complete

b) Advertise

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

Status: complete

c) Bids received & Judged

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

Status: complete

d) Negotiate price

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

Status: complete

e) Award contracts

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

Status: complete

f) Construction

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

Status: Construction about 50% complete

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: complete

b) Advertise

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

Status: complete

c: Bids received & judged

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

Status: complete

d) Negotiate price

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

Status: complete

e) Award contract

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

Status: complete

f) Construction

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

Status: Work in progress. Complete by June 30, '92

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:** Decision taken to establish DCW in Primary Directorate, hire outside private sector A&E firm to help plan and manage construction.

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:** No tender to be offered until DCW is in place. Should occur in first or second quarter calendar year '92

c) Advertise for bids

Start: 25/11/91

End: 30/11/91

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

**Status:** see above

d) Receive and judge bids

Start: 01/01/92

End: 30/01/92

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

**Status:** see above

e) Negotiate price

Start: 30/01/92

End: 15/02/92

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

**Status:** see above

e) Award contracts

Start: 20/02/92

End: 20/02/92

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

Status: see above

#### 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)  
start: 7/91 end: 7/91  
status: complete
- d) Analyze Human Resource Survey for data needed  
start: 9/91 end: 9/91  
status: in progress
- e) Analyze School Census for data needed  
start: 9/91 end: 9/91  
status:
- f) Analyze Incentives Study for data needed  
start: 9/91 end: 9/91  
status: in progress
- g) Investigate Balochistan's mobile teacher training program for relevance to NWFP needs  
start: 8/91 end: 8/91  
status: postponed
- h) Create plan  
start: 10/91 end: 11/91  
status: not accomplished
- i) Implement plan  
start: 12/91 end: ongoing, with yearly updates  
status: not accomplished

#### 6.2 REGULATIONS / PRACTICES / INCENTIVES STUDY FOR FEMALE TEACHERS

start: 7/91

end: Phase I 7/91; Phase II 10/91

TA staff: Cowell, Rugh,

and ongoing

J. Khan

DPE staff: Tajdaar

status:



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: 2/92                      end: 2/92
  - status:
- c) Analyze Human Resource Survey results for appropriate locations for each innovation
  - start: 3/92                      end: 3/92
  - status:
- d) Implement each innovation
  - start: 5/92                      end: 6/92, and ongoing
  - status:
- e) Write report with recommendations for expansion and improvement
  - start: 7/93                      end: 7/93
  - status:

#### 6.5.1 PCR P TEACHER TRAINING COURSE

start: 7/91                      end: dependent on PCR P progress  
 TA staff: Cowell, Habib        DPE staff: Lodhi, Jamshed  
 status:

THIS ACTIVITY IS DEPENDENT ON THE DEVELOPMENT OF PCR P MATERIALS WHICH IS PROCEEDING ON SCHEDULE. WE ARE HOPING TO OBTAIN THE SERVICES OF THE DEO (F), CHITRAL, ON SECONDMENT TO LEAD THIS ACTIVITY.

- a) Assign DPE counterpart(s) and review plan with counterpart(s)
  - start: 7/91                      end: 7/91
  - status: complete
- b) Examine PCR P curriculum design and materials for implications for teacher training
  - start: dependent on              end: same
  - PCR P progress
  - status:
- c) Design training course
  - start: same                      end: same
  - status:

- d) Select samples  
start: same                      end: same  
status:
- e) Train experimental group  
start: same                      end: same  
status:
- f) Conduct trial  
start: same                      end: same  
status:
- g) Evaluate trial  
start: same                      end: same  
status:
- h) Write report with recommendations  
start: same                      end: same  
status:

#### 6.5.2 TEACHER CONTENT KNOWLEDGE

start: 7/91                      end: 12/91  
TA staff: Cowell                DPE staff: Zahida Shah, Abdur Rashid  
status:

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 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                      end: 6/92  
TA staff: Cowell                DPE staff: F. Hussein  
status:

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.



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

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 German                      End:                      : Bashir,                      staff ready

Status: deferred

c) Input data collected

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

Status: deferred

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

c) Field test the questionnaires

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

Jamsheeda, PDE  
Lodhi and Dist.  
Ed. staff

Status: completed

d) Conduct Kachi and Multi-Grade Studies

Start: 9/91            End: 9/91            Staff:            Jamsheda, Habib,  
Lodhi, Z.Shah  
Dist. Ed. staff

Status: completed

e) Input data

Start: 10/91            End: 10/91            Staff:            LeBlanc, EMIS  
staff.

Status: completed

f) Analyze data and report findings

Start: 10/91            End: 10/91            Staff:            Rugh, Habib

Status: completed

g) Review Report

Start: 11/91            End: 11/91            Staff:            Habib, Robinson.

Status: on-going

h) Discuss implications of study for the development of instructional materials with IMDC

start: 11/91            End: on-going            Staff:            Habib, Rugh  
IMDC

Status: on-going

7.2 Annotated Teachers' Editions

a) Develop instructional units for the Kachi class

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

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  
and Karak

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

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

### 7.7 Implementation of the Recommendations of the Organizational Study of the Curriculum Bureau

a) Discuss with the Chairman of the Curriculum Bureau, Miss Bhatti the recommendations proposed in the study.

Start: 8/91

End: 8/91

Staff: Bhatti, Habib,  
Robinson

**Status:** completed.

b) Submit the study to the concerned authorities for action.

Start: 10/91                      End: 10/91    Staff: Habib, Robinson

Status: completed

c) Devise a plan to train new staff, once authorities take action.

Start: when action    End: on-going    Staff: Habib, Bhatti  
taken

Status: deferred until authorities take action.

d) Implement the training plan

Start: when ready                      End: on-going    Staff: Habib, Bhatti.

Status: deferred.

7.7.1 Training in curriculum analysis, the preparation of measurable learning objectives, development of criterion referenced tests, field testing procedures and methods, and analysis of field test data

Start:                                      End:                                      Staff:

status: Training in curriculum analysis, the preparation of measurable learning objectives, and the development of referenced tests has already been conducted with officials in different organizations involved with curriculum development. Training the IMDC staff is an on-going process.

Field testing procedures and methods, and analysis of field test data is planned for Spring 1992.

7.8 Facilitate the evaluation of the effectiveness of the PEP 11 Modules.

a) Participate in devising a plan to evaluate the effectiveness of the PEP 11 Modules.

Start: when staff    End: within plan    Staff: Habib, PED  
on board                      framework                      staff

Status: Deferred until activity is scheduled.

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

Start: when staff    End: within plan    Staff: Habib, PED  
on board                      framework                      staff

Status: Deferred until scheduled.

BALUCHISTAN

MASTER PLAN  
PRIMARY EDUCATION DEVELOPMENT  
BALUCHISTAN 1991/92  
DECEMBER 31, 1991

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: 6/92 Staff:Malik,  
Parvez,  
Mengal,  
Deptt.  
Committee,  
Darnell  
Anzar

Status:Committee report completed November 7, 1991ACS Committee of Department Secretaries Finance, Education; P&D; S&GAD and PED established 12/91

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

Start: 07/91 End: 03/92 Staff:Malik,  
Mengal,  
Anzar,  
Darnell

Status: On schedule

b) Obtain SNE approvals

Start: 07/91 End: 05/91 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 April.

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: Computerization is delayed - Priority given to financial system

4.1.2 Program and make operational the Donor Coordination System

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

Status: Complete (manual system)

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 improvind 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,  
Parvez,  
Anzar,

Status: Decentralization study complete

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. Consultant Bakheari on board

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 complete. Bhattacharjea and Suqueira 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.

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: "Academic Committee" established by Secretary Education

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: On going

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: Three pilots: Committee established involving Balochistan Rural Self Help Program. Also Loralai integration and Pasni Development zone - 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,  
Bhattacharjea,  
malik,

Status: No Government Action 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 machines is still not placed by USAID

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)		Valdes,
					Pamela,
					Ghazala

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: Completed ahead of schedule. 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: On going (Manual System)

4.11 Development of Financial Management System

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

Consultant

Status: SNE complete and up to date. PLA in beta test and complete by April

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.Deptt  
Committee

Status: Complete

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 January World Bank will fund

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: Expect approval by Education Minister by end of January World Bank will fund

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

Status: Increased to 80 schools - Ongoing

5.5 Construction of 1 additional GCET Female (Nasirabad)

Status: Cancelled

5.6 Repair of 195 existing primary schools

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

Status: Ongoing



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

Start: 02/92 End: 09/92 Staff: Abbasi,  
Malik,  
Hughes

6.3 Expansion of Mobile Female Teacher Training to train 400 potential female teachers

Start: 02/92 End: 06/92 Staff: Yousfi,  
Hughes,  
Farida

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: Completed

6.3.3 Cycle 5.....1 center 20 Teachers

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

Status: Completed

6.3.4 Cycle 6.....1 center 20 Teachers

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

Status: Completed

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,  
AIOU/Qta  
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 progrma" 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 Soical marketing function

- b) Media campaign planned
- c) District level campaign planned

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

Status: Begun

#### 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) Analyse results

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

Status: Completed

6.10.3 Test Summer Sone Schools

- a) Conduct field visits for proforma use
- b) Computerize data
- c) Analyse 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 implementaion 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-pakki 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: Started

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: 03/92 Staff: Hughes,  
PCR cell,  
Shah,  
Ishan,  
Robb  
Status: On going

7.1.3 Field test

Start: 04/92 End: 07/92 Staff: Shah,  
PCR cell,  
Robb,  
Ishan  
Status: on going

7.1.4 Revision stage

Start: 07/92 End: 10/92 Staff: Shah,  
PCR cell,  
Robb,  
Ishan  
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: Ishan,  
Shah  
Status: Completed 10/91

7.2.2 Re-development of activities from modules for independent learning

Start: 09/91 End: 03/92 Staff: Fuderich,  
Shah,

Status: On-going Hughes

7.2.3 Try out activities

Start: 01/92 End: 05/92 Staff: Ihsan,  
Shah,  
Toon,  
Hughes  
Status:

7.2.4 Activities production purchases

Start: 12/91 End: 06/92 Staff: Ihsan,  
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: Shah,  
Robb,  
Ishan  
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

Start: 02/92 End: 04/92 Staff: Robb,  
Shah,  
Ishan,  
Textbook Board  
Status: On going

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

- a) Tour 1. September 1992
- b) Tour 2. October 1992

Start: 07/91 End: 10/92 Staff: Hughes,  
Robb  
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