SINDH CAPACITY DEVELOPMENT PROJECT

Year-I Report: October 2015 to September 2016
Quarterly Progress Report V: July 2016 to September 2016

Content

Acronyms

ADS	Automated Directives System
ALP	Alternative Learning Pathways
AMEP	Activity Monitoring and Evaluation Plan
AOR	Agreement Officer's Representative
ASER	Annual Status of Education Report
BOC	Bureau of Curriculum (now called DCAR)
COR	Contracting Officer's Representative
DCAR	Directorate of Curriculum & Research
DO	Development Hypothesis
DMO	District Monitoring Officer
EGRA	Early Grade Reading Assessment
EGMA	Early Grade Math Assessment
ELD	Education and Literacy Department
EMIS	Education Management Information System
G2G	Government to Government
GIS	Geographic Information System
GoS	Government of Sindh
ICT	Information and Communication Technology
IP	Implementing Partner
IR	Intermediate Result
IRD	International Relief & Development
LOP	Life of Project
M&E	Monitoring and Evaluation
MEP	Monitoring and Evaluation Plan
MEP	Monitoring and Evaluation Program
MSI	Management Systems International, Inc.
MSF	Mission Strategic Framework
PC-1	Planning Commission Form 1
PITB	Punjab Information Technology Board
PITE	Provincial Institute of Teacher Education
PMIU	Program Monitoring and Implementation Unit
PMU	Performance Management Unit
R&D	Research and Development
SEMIS	Sindh Education Management Information System
SBEP	Sindh Basic Education Program
SCDP	Sindh Capacity Development Project
SCMP	Sindh Community Mobilization Program
SMC	School Management Committee
SRP	Sindh Reading Program
STEDA	Sindh Teachers Education Development Authority
TA	Technical Assistance
USAID	United States Agency for International Development
USG	United States Government

Executive Summary

1. Executive Summary

This report is the first annual report of SCDP for the year ending September 30, 2016 which also coincides with the quarterly progress report for July-September 2016. This report documents progress of all the four components of SCDP for the period. SCDP team worked diligently to complete almost all planned targets set for the quarter and annual reporting period in close collaboration with all SBEP and E&LD partners to achieve the intended goals of Sindh Basic Education Program (SBEP). SCDP is proud to report many 'firsts' in SBEP and education reforms of the province of Sindh.

For **Onboarding and Orientation** of SCDP's scope of work, two comprehensive workshops were organized in October 06, 2015, for all PMIU staff including PD-PMIU and on December 02, 2015, for SBEP partners, CMP, SRP, PMIU, USAID, and Halcrow at Royal Rodale Club. In order to understand partners scope of work in the field , a three day field visit was undertaken from October 06 to October 09, 2015 to two advanced intervention districts of SBEP, viz., Sukkur and Khairpur by the COP, Team Leaders of the project along with a representative from PMIU (M&E).

Under **Component 1**, during the reporting period SCDP teams continued to work with PMIU in a limited capacity whilst the PFMRAF review was underway by PWC. In the post PFMRAF phase the ongoing Staff Rationalization Analysis conducted in the form of a detailed exercise covering PMIU staff was further aligned to the recommendations. Recommendations for prioritized hiring were taken up by PMIU to the Secretary for consideration and approval. The report also included a suggested revised organizational chart with prioritized hiring needs identified. The Internal Audit Charter was developed and shared with the internal auditor for comments and changes were incorporated. Work on Audit Committee Charter and composition and internal audit manual continued. A request by PMIU on paperless office environment is also being supported by SCDP-beyond the project deliverables.

Under **Component-2**, SBEP M&E Plan has been finalized with the support of MSI and input from all SBEP component partners. For effective implementation of SBEP M&E plan and effective monitoring of the project an M&E Focal Group consisting of all SBEP implementing partners' M&E team was formed by SCDP for the first time. The group has so far met seven (7) times during the year acting as a collective technical support group for SBEP.

SCDP continued providing support to PMIU in its routine progress monthly and quarterly reporting. During the year SCDP supported the PMIU for reformatting the design mapped to indicators and preparation of the monthly progress bulletins. Nine (9) monthly bulletins and three (3) quarterly progress reports were prepared by PMIU mapped to SBEP M&E Plan and indicators and circulated to all the partners of SBEP and USAID.

SCDP is tasked to provide technology based trainings to 240 members of SMCs of 106 schools being constructed by SBEP, for monitoring and reporting during the life of the project. SCDP has conducted a joint field visit with DG M&E and PMIU teams in two SMCs of Gadap town, Karachi to gauge current capacities and willingness of SMCs to handle smart phones. A comprehensive briefing was provided to Secretary Education, attended by Special Secretary Schools, DG M&E, RSU and USAID representatives. It was decided that all the initiatives of e-governance at E&LD should be aligned with the existing work on Sindh School Monitoring System (SMSS) and ILMI (citizens' complaints) at E&LD and use of similar technologies and software.

SCDP organized a four days comprehensive field based training of 5 Chief Monitoring Officers (CMOs) and one Manager from PMIU SBEP to Punjab for an experiential overview of the M&E systems set up by SED/PMIU in Punjab and to learn the best practices for adaptation at GoS level. The training visit was undertaken in Feb-Mar. 2016. Based on the TNA, and beyond the Punjab Training visit for 6 officials in March 2016, a second M&E customized training was completed (18 hours) over two days from 29 to 30 September 2016 in Karachi at Movenpick Hotel. **"Understanding & implementing Monitoring and Evaluation for Accountability**

and Performance" targeting all CMOs and Directors and M&E personnel of PMIU/SBEP under E&LD. It focused on the nuts and bolts of technology enabled monitoring systems.

SCDP carried out a collaborative exercise on 'rating' with PMIU's team/leadership on capacity to implement the SBEP's M&E Plan. This indicator and its measurement have been operationalized consultatively during the Annual Review Workshop of SCDP in August 2016 and subsequent engagement with PMIU.

Under **Component-3** SCDP formed two SBEP focal groups on Communications and Research for strategic ideas and developing core frameworks, strategies and action plans.

Terms of Reference (ToRs) for the studies were prepared through a consultative process with partners. Request for Proposals (RFP) was finalized and advertisements approved by USAID (Branding and Marking) were put out in the print media and on websites of PMIU-SBEP on June 27, 2016. Altogether, 24 proposals were received – 13 for Study 1 and 11 for Study. For the purpose of evaluating the proposals, a panel of evaluators was formed in consultation with SCDP, USAID and PMIU. The Panel finalized the evaluation and ranking of proposals which were reviewed by the Project Management Committee (PMC). The selection of bidders will be finalized in view of the recommendations/suggestions by the PMC and the contracts will be awarded in the first quarter of 2016-17.

As part of SCDP's support for enhancing PMIU's communication capacity, an integrated SBEP Communication Strategy was prepared through a rigorous and consultative process by all partners and E&LD, in order to enhance program visibility, showcase program successes and achievements as well as to improve public perception of GoS/E&LD.

With efforts from SCDP, on February 12, 2016 the Secretary ELD issued a notification for activation of Research and Development (R&D) Unit under the Directorate General, Planning, Development and Research (PDR), E&LD. Two officers of ELD were designated for the R&D unit while SCDP/SPDC has deployed two Research Associates.

Under **Component-4**, **Capacity Gap Analysis of PPPs Node was drafted with recommendations on five critical areas of institutionalization & governance, human resources, monitoring and evaluation, visibility, and budgets.** Through continuous meetings and support from officers at E&LD and FD budgets were released for FY 2015-16 and FY 2016-17; however, progress on staff recruitment (13 personnel approved), relocation to a separate rented building; and procedures for disbursement of funds to PPP Node and EMOs remain stalled. With assistance from IT department at E&LD, the first design of the website page for PPP Node was initiated and a first draft of the website has been prepared. A rating mechanism was finalized consultatively with PPP Node E&LD & PPP Unit (Dept of Finance) to rate the quality of support on a quarterly basis on deliverables under SCDP.

SCDP in collaboration with INTEL and E&LD provided the ICT training to 128 teachers and master trainers, which included 52 master trainers (Level 1) 54 teachers (Level 2) reaching 16% of the target. SCDP mobilized trained teachers/master trainers to provide training to 630 in-school (Level 3) students, enrolled in grades 6-10 of the schools in two of the targeted Pilot districts of Sukkur and Khairpur, of which 39% or 245 were females, outstripping the target of 600! SCDP's target for year-I for 4,000 out of school adolescents/adults was 600 and 598 completed the program (59% being girls or 352), exceeding 50% mark for gender! The Let Girls Learn (LGL) target set for 200 out of 1,000 girls (aged 10-19) out of 4000 OOS group, for the current period has reached 261 girls! It has been an empowering experience for girls, boys and teachers to learn 21st century skills.

The Policy for NFE/ALP is nearing completion drafted consultatively with stakeholders at field, district and provincial levels, through a two pronged approach with a completed Pre-Policy Situation Analysis in May 2016 and a draft policy to be completed in the coming quarter. The change in Sindh Govt's top leadership and change in portfolios of ministers caused some delays in the completion of the policy as the new minister has to be on boarded.

T**he SCDP is tasked to provide training to 133 administrators and officials with USG support. The training of administrators straddles across Components 1, 2, 3 and 4.** To date under relevant components 36 officers have been trained; including 4 TIER I officers from office of Secretary E&LD who attended courses at Harvard Kennedy School (HKS), 5 at Pakistan Institute of Tender Management, 6 at PERSP Punjab, 27 at DG M&E. Among these 36, 6 officers are those who have attended two trainings; target of 41 planned is short of 5 officials.

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Indicator Wise Progress

2. Indicator Wise Progress

Indicator	LoP Target	Progress till September 30, 2016	Progress in%	Remarks
Sub-Obj-2.2-a Number of teachers having completed training in ICTs	800	128	16%	79 male, 49 female
Sub-Obj-2.2-b Number of in school students having completed training in ICTs	4,000	630	15.75%	385 male, 245 female
Sub-Obj-2.2-c Number of out of school children having completed training in ICTs	4,000	598	15%	246 m, 352 female
Sub-Obj--b Number of Adolescent Girls (10-19 years) Let Girls Learn completed training in ICTs **(Note: this indicator is a sub set of Sub-Obj-2.2.c above and its figures are included in refer indicator)**	1,000	261 __	26%	A new SBEP M&E Indicator for LGL to be met from OOS LOP Target beneficiaries
Sub-Obj-3.1-d Number of SMC' members trained in monitoring and reporting	240	-	-	Strategic meetings at E&LD Hardware and & software approved. RFP for Smart Phones advertised
Obj-4-a Rating of PMIU capacity to implement the SBEP M&E Plan.	5 as optimum	4	4-	Rating tool operationalized with PMIU Aug-Sept. 2016
Obj-4-b Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning (MSF 4.2.1-b F 3.2.1-38)	1	0*	0%	Situation Analysis Pre-Policy document completed. 3 drafts of ALP policy shared for finalization with parliamentarians & NFE Task Force sub-committee.
Obj- 4-c Number of administrators and officials trained with USG support (MSF 4.3.2a; F 3.2.1-3)	135	36	27%	PMIU QuickBooks training of 4 officers in Oct. 2016
Sub-Obj-4.1-b Rating of the PPP Node of the ELD to effectively carry out its mandate	5 as optimum	3.5	3.5	Rating tool mechanism was agreed through process and finalized for 1st year by Dir-PPP Node in Sept. 2016.
Sub-Obj-4.2-a Number of research papers disseminated	2	0*	0%	Evaluation of 25 Proposals by the Panel completed. Recommendations reviewed by SCDP Project Management Committee

Progress against MSF Indicators

3. Progress against MSF Indicators

Indicator	Target 2015-16			Achieved			Remarks
	M	F	Total	M	F	Total	
4.3.2a. Number of administrators and officials successfully trained with USG support (F 3.2.1-3)	38	3	**41**	36	-	**36**	88% achieved
LGL 3a - Number of adolescent girls receiving skill development training (MSF 2.1.2b, MSF 4.1c, F-3.2.2-41; PPR)			**200**			**261**	130% achieved
4.2.1b. Number of policies, laws, regulations or guidelines developed or modified to improve education quality, access or management			**1**			**0**	Situation Analysis Pre-Policy document completed. Change of Govt in July 2016 slowed the approval process with a new Minister. Three drafts of ALP policy shared for finalization with parliamentarians & NFE Task Force sub-committee.

4.3.2a. Number of administrators and officials successfully trained with USG support (F 3.2.1-3)	LoP Target Breakup	Achieved till September 30, 2016
PIFRA	6	-
PMIU	15	5
Manual	40	-
M&E	20	27
PPP	10	-
Tier-1	9	4
Tier-II	10	-
Tier-III	25	-
Total	135	36

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Onboarding and Orientation

4. Onboarding and Orientation

2.1 On Boarding PMIU, E&LD and SBEP Implementing Partners

SCDP is a three year project, conceived in an 'assess, assist and sustain "mode to support SBEP"s overarching goal, with multiple stakeholders. These comprise, on the one hand SBEP's implementing agencies and the PMIU, and on the other, the Education & Literacy Department (E&LD) along with all its directorates, PPP Node, STEDA, PITE, BoC/DCAR, RSU etc as well as Departments of Finance and Planning & Development, of the Government of Sindh. .

The first challenge for SCDP during its inception phase (August-December 2015) was to ensure that its multiple partners were fully oriented to the scope and project deliverables and aware of the support available from SCDP teams in core areas of their work. The first four months were thus an investment by SCDP in confidence building with partners and strategic field engagement.

2.1.1 Orientation for the PMIU Team

A comprehensive workshop was organized on October 06, 2015 at Royal Rodale Club for all PMIU staff including PD-PMIU to familiarize with SCDP's scope of work and annual work plans for all components. The onboarding was undertaken interactively where each component was set up as a marketplace booth for each member of PMIU to gain firsthand information about the scope, tasks, deliverables and work plans for the year and life of the project. It was offered as an opportunity to engage and influence by counterparts.

Objectives of the workshop were to:
- Provide orientation of SCDP to PMIU.
- Extend team building across PMIU and SCDP.
- Undertake collaborative work-planning of SCDP for 2015-16.
- Acknowledge and appreciate the accomplishments of PMIU leadership and its team

Mr. Tameezuddin Khero PD –PMIU receiving a shield from Dr. Randy Hatfield USAID

Group Photo- PMIU-SCDP-USAID Representatives

This was the first time that the PMIU teams had experienced such an intense high energy open and interactive format of engagement soliciting "Key ASKS, Concerns, Advice and Queries" for each of the 4 components of SCDP". In the words of one active PMIU representative:

> *This is a very transparent way of sharing SCDP's work; in fact the most transparent method of sharing deliverables and work plans in SBEP- I found it most refreshing and effective (PMIU M&EB team member)*

2.1.2 Engagement with SBEP Implementing Partners

Continuing with the onboarding of partners, a workshop was organized on similar lines as PMIU on December 02, 2015 at Royal Rodale Club for SBEP partners, CMP, SRP, PMIU, USAID, and Halcrow. The objectives of the workshop were to:

• Provide orientation of SCDP components to SBEP Implementation Partners
• Seek clarity on overlapping segments across SRP/SCDP and CMP/SCDP
• Undertake collaborative work-planning of SCDP/SBEP for 2015-16.
• Team building for SBEP, its common goals, outcomes, outputs and key performance indicators

Interactive Marketplace: Briefing on the Four Components of SCDP to SBEP Partners

2.1.3 Orientation & Engagement with E&LD

Several meetings were held with following GoS departments to brief them about SCDP's scope of work, offered areas of support and deliverables:

• Secretary E&LD
• Additional Secretary PD&F and his team and the Directorate General PD&R
o Special Secretary Schools

- Director PPP Node (E&LD) –and the PPP Unit (Finance Dept.) team.
- Additional Secretary Planning Development & Finance (PD&F) and Director PD&R
- Directorate Literacy and Non-Formal Basic Education (NFBE)
- Directorate General M&E
- Chief Program Manager (CPM) – Reforms Support Unit (RSU)
- STEDA, BoC/DCAR/ PITE
- Managing Director (MD) SEF
- Divisional, District E&LD Field Teams (Sukkur and Khairpur)

2.2   Field Visit by SCDP Team Leaders, PMIU and USAID representatives

A three day field visit was undertaken from October 06 to October 09, 2015 to two advanced intervention districts of SBEP, viz., Sukkur and Khairpur by the COP, Team Leaders of the project along with a representative from PMIU (M&E). The objectives of the visit were:

- To assess the roll out of the SBEP components aligned to the sub-projects (Construction/Consolidation/SRP/CMP/M&E) for SCDP's engagement.
- To explore community engagement potential in Governance, Quality monitoring
- To understand the readiness of the community on NFE/ALP programs /policy crafting envisaged under SBEP and to scan the landscape for initiatives and urgent needs
- To explore early research options across the SBEP components
- To hold meetings with Field Education officers on their approach to partnerships/PPPs and patterns of support as mandated by the line department

Discussions with the SMCs

Visit newly constructed school in Arain

2.3 Finalization of the SBEP M&E Plan - a collective endeavor!

The finalization of SBEP M&E Plan as a key milestone with all SBEP teams. This milestone was a cumulative outcome illustrative of the on boarding/orientation process of SCDP. The concluding of the SBEP M&E Plan to the satisfaction of all key stakeholders was a collaborative effort facilitated by SCDP. The SBEP M&E Plan had remained unimplemented thus far; it was reviewed, refined indicators, language and PIRS for implementation in 2016.

The finalization of the SBEP M&E Plan was facilitated by a two member MSI team (November 23-24, 2015) see Component 2 below.

2.4 DQA & MSI Visit:

Management Systems International (MSI) conducted Data Quality Assessment of SCDP, on behalf of USAID in May 2016. The firm shared some recommendations and related list of action points for improvements in the procedures related to data collection and reporting, which are being addressed by the SCDP's M&E team. There is a concern that SCDP being in "assist and sustain" mode working closely with counterparts (PMIU & E&LD) on a daily basis is under-reporting its capacity building inputs. To offset this, a tool has been devised by the M&E team at SCDP for ensuring that capacity building is fully recorded.

SCDP M&E team has prepared database on MS Access 2010 and all the data is being transferred on the software. The software is self-explanatory to incorporate data from all components.

Annual Progress Review

5. Annual Progress Review

Pre-empting the annual reporting and planning for year II of SCDP, the First Year (August 2015 to July 2016), an Annual Progress Review was held on August 16 -17, 2014 at the Beach Luxury Hotel. Spread over two days with COR USAID and key E&LD, Finance Department and PMIU partners, it covered an ambitious and strategic agenda; the objectives were met and exceeded paving the way for high productivity, utilization and outcomes focused year II of SCDP.

Day-1: August 16, 2016

- Participants interactive Introduction/team building
- Over all annual review of Project-SCDP Log frame Deliverable- M&E Indicators –Where are we now and Where do we want to go -planning for Year II of SCDP
- Deliverables: Planned vs Actual
- Over all Progress Review of SCDP for Year I

Day-2: August 17, 2016

- SESP/Right to Education-25 A; National Education Policy 2009/Vision 2025 and SDGs linkages of provincial, national and global targets with SCDP's work; how USAID SCDP contributes to the Government of Sindh's education reforms and the goals of SESP/SDGs
- Systems of SCDP - HR- Budgets-Procurement System
- Operationalizing the SCDP Rating Indicator with PMIU & PPP Node-principles and practice with counterparts- PPP Node progress, challenges and way-forward specifically roles and responsibilities
- Work Plan Major Activities for 2016-17 - all four groups work - on Work Plans-Deliverables & Budgets -what can we do better at SCDP-how do we 'spend' more expeditiously with impact! .

Program Activities

6. Program Activities

Component 1:	Improve efficiency and effectiveness of the Program Management and Implementation Unit (PMIU)

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
1.	**1-a-1** Based on capacity need assessment exercise, a customized capacity building plan for the PMIU developed.	Number of Capacity Building Plan Developed	1	-
2.	**1-a-2** Financial bookkeeping in accordance with accounting standards accepted to the GoS maintained at the PMIU regularly under PIFRA framework.	Percentage of Financial Bookkeeping in accordance with Accounting Standards	100%	-
3.	**1-a-3** Assist PMIU in the establishment and implementation of internal financial controls to ensure transparency.	Rating of Internal Audit function to carry out its function independently	Rating 5, (Rating,5 =high)	-
4.	**1-a-4** Functionaries at PMIU/ELD trained to use SAP for project management and accounting under PIFRA framework.	Number of administrators and officials trained with USG support	135	36
5.	**1-b-1** Assistance provided to the PMIU for the revision and preparation of SBEP's PC-1 and/or sub-PC-1s under the guidance of the PD-PMIU.	Number of PC-1/ Sub-PC-1 prepared	TBD	-
6.	**1-b-2** Assistance provided in a timely manner to the PMIU in the preparation of reports for PC-3, PC-4 and PC-5.	Number of PC-3, PC-4 and PC-5 prepared	TBD	-
7.	**1-b-3** Annual financial evaluation conducted at the PMIU and recommendations submitted for further action.	Number of Annual Financial Evaluation conducted	3	-
8.	**1-b-4** Annual financial reports, risk mitigation reports, accounts and tax reports with regard to the PMIU prepared and submitted to USAID, as per set guidelines and frequency.	Number of annual Financial, Risk Mitigation, Tax and Accounts reports prepared and submitted	3 each	-
9.	**1-c-1** Four customized manuals on HR, Procurements, Finance & M&E that comply with the rules and regulations of	Number of Manuals	4	-

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
	the GoS & SPPRA are available and disseminated in English, Urdu and Sindhi and observed to be used by the PMIU.	prepared and translated		
	1-c-2 Minimum of 15 staff members of PMIU inclusive of its regional office trained and observed to be performing their duties efficiently.	Refer indicator-4.	-	-
	1-c-3 Minimum of 40 respective staff members of PMIU and officials of the GoS oriented on the effective use of the manuals.	Refer indicator-4.	-	-
10.	**1-c-4** Staff rationalization analysis conducted, JDs of staff updated and temporary staff support provided to PMIU, as needed.	Number of Staff Rationalization Analyses conducted	1	1

Component-1 is a comprehensive engagement with PMIU comprising of 3 strands of concurrent capacity building work. These are:

- Strengthening Financial Management and Accountability of the PMIU
- Financial Planning and Reporting
- Pool of Human and Technical resources for sustaining organizational capacity

As part of SCDP`s activities for supporting component -1, SCDP teams continued to work with PMIU based on PFMRAF review conducted and report shared.

- In August 2016, SCDP was shared with draft PFMRAF report that was finalized by PwC. We reviewed the same and initiated the process of Component 1 specific Work Plan to ensure the risk mitigation plan and capacity building plan recommendations are adequately addressed.

- **Staff Rationalization Analysis was conducted in the form of a detailed exercise covering PMIU staff and Report** was presented which was then finalized with inclusion of resolutions of Program Manager's review notes was sent back for finalization. Recommendations for prioritized hiring were taken up by PMIU to the Secretary for consideration and approval. The report also included a suggested revised organizational chart with prioritized hiring needs identified.

- Revised job descriptions were proposed for PMIU consideration as part of the report.

- The analysis highlighted the need for active leadership hierarchy, workload issues due to unfilled positions requiring prioritized hiring, several org chart related observations were shared, and suggestions were made for new positions.

- The new Program Manager shared his vision of a paperless environment regarding which we agreed to support PMIU in preparing a concept note after detailed analysis of the current situation to understand requirements for digital transformation. Our ITRS experts initiated the exercise of the preparation of the concept paper based on an IT infrastructure overview; review of existing systems and software in place with a view of integration, upgradation or transitioning approaches towards an ERP solution; and taking

stock of paper inventory in different process and identify areas (in addition to note-sheet system) that may be transformed into a paperless system.

- Internal Audit Charter was developed and shared with the internal auditor for comments and changes were incorporated. Work on Audit Committee Charter and composition and internal audit manual continued.

ASP trainings on assignment accounts were attended by the Component 1 team while some PMIU members were sent on project management and

Component 2:	Strengthen the effectiveness and impact of SBEP through the implementation of the M&E plan

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
11.	**2-a-1** M&E Plan of SBEP implemented and its implementation resulting in fine-tuning of SBEP to reach desired outcomes most efficiently and effectively.	Rating of PMIU capacity to implement the SBEP M&E Plan	Rating=4 (Rating,5=high)	4
12.	**2-a-2** Quarterly monitoring report and consolidated annual monitoring report prepared and submitted to PMIU and USAID, as per set guidelines.	Number of Monitoring Reports prepared and submitted	Quarterly = 12,	1
13.	**2-a-3** Substantial inputs and support provided to PMIU for the preparation of overall Quarterly and Annual progress reports as well as Pak-Info reporting for SBEP in timely manner.	Number of Progress Reports prepared and submitted	Quarterly = 12, Annual=3	3
14.	**2-a-4** Technical reports and third party validation reports prepared and submitted to USAID, as and when required.	Number of Technical Report and Third Party Validation Reports prepared and submitted	Technical reports: TBD TPV: 2	-
15.	**2-a-5** Minimum of 240 SMC members from 120 school sites oriented and involved in monitoring and reporting.	Number of SMC' members trained in monitoring and reporting	240	-
16.	**2-a-6** M&E dissemination strategy developed and implemented.	Number of M&E Dissemination Strategy prepared and implemented	1	-
17.	**2-b-1** Support provided to the PMIU for the establishment, maintenance and functioning of an M&E system; including M&E databases.	Number of M&E databases develop	1	-
	2-b-2 Minimum of 20 relevant staff members of the M&E Directorate and PMIU trained to enhance their knowledge & skills of M&E and best practices in education.	Refer indicator-4.	-	-
18.	**2-b-3** Support provided to M&E Directorate to develop Strategic plan along with the implementation	Number of Strategic Plan and its	1	-

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
	strategy.	implementation strategy develop.		
19.	**2-b-4** Support provided to PMIU in the update of the SBEP's web portal and M&E Directorate to enhance its capacities including the establishment of close linkage with the implementation of the SBEP's M&E Plan.	Number of Recommendations provided to update SBEP web portal	TBD	-

5.2   Deliverable:

M&E Plan of SBEP implemented and its implementation, resulting in fine-tuning of SBEP to reach desired outcomes most efficiently and effectively.

The SCDP has carried out an exercise of rating with PMIU's team/leadership on capacity to implement the SBEP's M&E Plan. This indicator and its measurement have been operationalized through a consultative approach during the Annual Review Workshop of SCDP in August 2016 and through subsequent engagement with PMIU. .

5.2.1 Finalization of the SBEP M&E Plan - a collective endeavor!

The first year-witnessed the finalization of SBEP M&E Plan as a key milestone with all SBEP teams. This milestone is documented and is illustrative of the onboarding/orientation process of SCDP. The M&E Plan is a collaborative effort facilitated by SCDP. The SBEP M&E Plan had remained unimplemented thus far and was reviewed, refined for indicators, language and PIRS for full implementation in 2016. A two day orientation to the SBEP M&E Plan was conducted by a two member MSI team from November 23-24, 2015 with SCDP first, followed by all SBEP partners. .

One day prior to the workshop with SBEP Partners, MSI and SCDP worked together to understand the process, the key building blocks and challenges for ensuring an optimal workshop agenda.

Throughout the finalization process of SBEP M&E Plan, key PMIU M&E personnel have been engaged to ensure their complete understanding of the logic of the M&E Plan its core indicators assigned to each implementing partner- with clear (PIRS), targets, frequency and gender disaggregated reporting. .

SCDP M&E team has put in intensive quality time working closely with PMIU of SBEP and all partners including CMP and SRP. In all the activities of SCDP, representatives of PMIU have been on board and the ultimate purpose was to improve the efficiency and effectiveness of SBEP by a fully functional and capability driven PMIU to implement the M&E Plan. **PMIU has however, remained under-staffed for M&E work.**

5.2.2 SBEP M&E Focal Group Formation

For proper implementation of SBEP M&E plan and effective monitoring of the project an M&E Focal Group of all SBEP implementing partners' team was formed by SCDP for the first time. The group has so far met 7 times during the reporting period acting as a collective technical support group for SBEP.
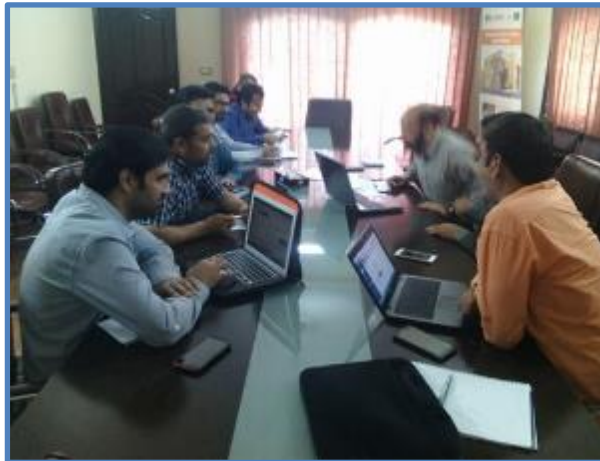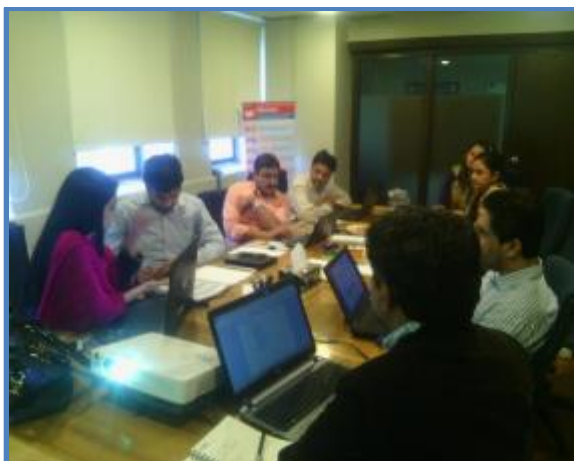
SBEP's M&E Focal Group Meetings

5.3   Deliverable:

- Quarterly monitoring reports and consolidated annual monitoring report prepared and submitted to PMIU and USAID, as per set guidelines.

- Substantial inputs and support provided to PMIU for the preparation of overall Quarterly and Annual progress reports as well as Pak-Info reporting for SBEP in timely manner.

SCDP continued providing the support to the PMIU in its routine progress reporting. During the year SCDP supported the PMIU for reformatting the design mapped to indicators and preparation of the Monthly progress bulletins. 9 Monthly Bulletins were prepared by PMIU and circulated to all the partners involved in the SBEP. The PMIU was further supported in preparing the three SBEP Quarterly Reports.

The most important activity of the M&E section of the SCDP was to undertake and complete the first quarterly Field Monitoring of SBEP and producing a comprehensive monitoring report of the findings. An In-depth planning was done before conducting this activity with all SBEP implementing partners of the entire monitoring cycle. This included development of the monitoring tools, sample selection, field planning, field debriefing as well as debriefings at the management level of the partners and ways to analyze the gathered data. All the planned steps were executed swiftly and a comprehensive monitoring report has been shared with all the partners after review by the USAID team. This became a good basis for conducting the second Quarterly Field Monitoring (Sept.) with expanded scope and tools for various key indicators of SBEP rolled out program strands.

5.3.1 Monitoring Reports

For the year-I, two quarterly Monitoring visits were completed. Following are the details of these M&E visits:
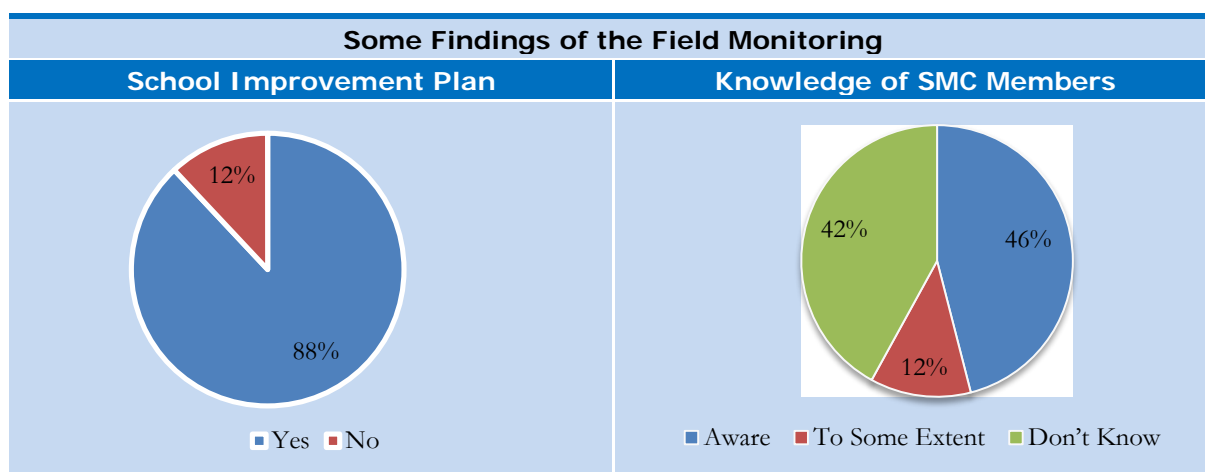
1st SBEP Quarterly Monitoring Visit with PMIU:

1st Quarterly Monitoring visit was undertaken in May 2016 on the basis of information provided by the SBEP implementing partners for the quarter ending March 2016. The field monitoring visits were made to validate the data reported to PMIU and USAID. Field visits were conducted in selected schools of District Larkana, Kambar Shahdatkot and two towns of Karachi, Bin Qasim and Gadap.

The Monitoring team comprised of M&E teams from PMIU and SCDP. The purpose was to observe and document evidence and observations against the selected SBEP M&E Indicators.

A total of 27 schools including 10 from Larkana, 10 from Kambar ShahdadKot, 3 from Bin Qasim and 4 from Gadap town were selected as sample from SRP, CMP, Hal crow/PMIU projects/program

Sampled Schools for Monitoring			
District	Total	Sample	%
Larkana			
Construction Schools	13	3	23%
CMP Schools	30	3	10%
SRP Schools	166	3	2%
CMP/ SRP Schools	5	1	20%
Kambar Shahdad Kot			
Construction Schools	0	0	-
CMP Schools	36	4	11%
SRP Schools	173	4	2%
CMP/ SRP Schools	4	2	50%
Bin Qasim Town			
Construction Schools	2	1	50%
CMP Schools	4	1	25%
SRP Schools	44	2	5%
Gadap Town			
Construction Schools	3	1	33%
CMP Schools	10	1	10%
SRP Schools	43	1	2%

Some Findings of the Field Monitoring	
School Improvement Plan	Knowledge of SMC Members

School Improvement Plan: 12% No, 88% Yes

Knowledge of SMC Members: 46% Aware, 12% To Some Extent, 42% Don't Know

M&E visit _GGPS Chatao Wahan- Larkana

Interview of Trained Government Official - Larkana

Government Girls Model School – Wagan

Social Mobilization Plan – GBPS – Wali Dad Mugheri

2nd SBEP Quarterly Monitoring Visit with PMIU:

PMIU and SCDP M&E team planned the expanded 2nd Field Monitoring Visit (quarter 3 verification 2016) to visit intervention areas in five districts Jacobabad, Sukkur, Dadu, Kashmore, Khairpur and Karachi selected on sample basis from August 31[h] to Sep 19th, 2016.

The scope of visit was as follows:

1. To observe the status of libraries established at four schools including Khoro Goth, Tando Mir Ali, Government Girls Elementary School Arain and Government Boys High School Jhajh Regulator, Khairpur.
2. To monitor the NFE centers established by SRP ,track the progress of learning and teaching environment by trained teachers and material provided/distributed at NFE centers and schools
3. To understand the process of developing Social Mobilization and School Improvement Plans at the targeted schools covered during the quarter
4. To check the level of understanding of SMCs after training on grants management and track the progress of implementation of school improvement grants.
5. To understand the level of engagement of EMOs and their role in quality education in four successfully awarded construction schools to EMOs

Sampling Plan: The Following was the sample plan of the 3rd quarter M&E visit

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Sindh Capacity Development Project
Annual Progress Report | 2015-16

Indicator	IP	Progress of Quarter April-June	Sample
Sub-Obj-1.1-a-Number of schools built or repaired with USG assistance (MSF 4.1.1-a)	PMIU	04	04
Sub-Obj-1.1-b-Number of schools serving as campus schools, resulting from consolidation, merging, or upgrading with USG assistance	PMIU	03	03
Goal-b-Number of out-of-school children newly enrolled or re-enrolled in education system with USG assistance (MSF 4.1-a)	SRP	101 NFE Centers	6 out of 34 in targeted districts
Sub-Obj-1.1-c Number of newly constructed school libraries and refurbished libraries functional (MSF)	SRP	Established 4 hub school libraries	4
Number of teaching and learning materials provided with USG assistance (MSF 4.2.2d; F 3.2.1-33)	SRP	2,7050 Lesson Plans/ Books 3,055 Read aloud sessions 53,434 Levelled Readers distributed in current quarter	24 schools
Obj-3-a-Number of school improvement plans developed through USG assistance (MSF 4.3.2c)	CMP	58	05 out of 16 in the targeted districts
Sub-Obj-3.1-b-Percent of community based social mobilization plans developed having implemented at least one item.	CMP	44	03 of 03 in Sukkur only
4-b-1 Number of teachers having completed training in ICTs (SBEP Indicator Ref. Sub-Obj-2.2-a)	SCDP	51	10 out of 51
4-b-2 Number of in school students having completed training in ICTs (SBEP Indicator Ref. Sub-Obj-2.2-b)	SCDP	130	10 out of 130

The report will be generated by PMIU for wider circulation within SBEP in October 2016.

5.3.2 SBEP Monthly Bulletin

SCDP provided substantial input in the preparation of Monthly Progress Reports / Bulletin of SBEP. SCDP started its input from November 2015 and so for 11 Monthly reports of PMIU have been prepared and have been appreciated by USAID and counterparts. The bulletin which was based on activities description only, has been shifted entirely to reports on the indicators of all the SBEP partners as reflect in log frame. Every month PMIU, USAID is tracking the progress of all partners against each indicator.

The timely preparation of MPRs and report from all the SBEP partners have contributed greatly in the openness and transparency within the organizations.

Some remarks of SBEP Managers about the SBEP Monthly Bulletins.

From: Randy Hatfield [mailto:rhatfield@usaid.gov]
Sent: Tuesday, April 19, 2016 3:20 PM

Dear Tariq

Let me express my sincere appreciation to you and the PMIU for the excellent quality of the monthly report. You all have done an excellent job of compiling all the pertinent data in a very readable style along with wonderful success stories. I also would like to commend Deloitte for the fantastic work and support provided to the PMIU staff regarding M&E.

I believe that the information highlighted in these reports will be useful to multiple stakeholders including our colleagues in Washington, DC!

This, I know, has been a learning process and we look forward to future cooperation for the continual improvement of these products.

Well done and thank you so much for learning with us to make these improvements!

With very best regards,

Randy

5.3.3 Quarterly Progress Reports of SBEP

SCDP successfully helped PMIU to develop its first quarterly Progress of October to December 2015 and later two quarterly reports have also been developed.

All the SBEP partners' quarterly progress reports and PMIU reports (in a given quarter) were referred to and a cumulative report was developed for each quarter. So far three reports have been prepared and 4th one is in the preparation stage. The template will be improved for the ongoing one for SBEP.

Following quarterly reports of SBEP were prepared.
1. Quarterly Progress Report October-December 2015
2. Quarterly Progress Report January-March 2016
3. Quarterly Progress Report April-June 2016
4. Quarterly Progress Report (July-September 2016)-   *In progress*

There reports have been acknowledged by the USAID and PMIU staff.

5.4   Deliverables:

- Support provided to the PMIU for the establishment, maintenance and functioning of an M&E system; including M&E databases.
- Support provided to PMIU in the update of the SBEP's web portal and M&E Directorate to enhance its capacities, including the establishment of close linkage with the implementation of the SBEP's M&E Plan.

5.4.1 SEMIS Role in Monitoring and Evaluation

SCDP team held a meeting with Database Manager SEMIS at RSU. The team was briefed on RSU's engagement across SEMIS & SSMS in M&E obtaining detailed understanding of SEMIS system of Government of Sindh under the Reform Support Unit (RSU) and discussed its requirements with different partners. A discussion was held on possibilities for review /addition of new fields in the school census form for 2016, particularly for the newly constructed schools being built under SBEP. Database Manager requested SCDP to review new Performa and suggest fields. The same Performa was sent by email to all SBEP implementation partners for information and timely response to the offer of adding new fields to the SEMIS forms.

A formal meeting was held in July 2016 with PMIU IT team where the following decisions were made.

- PMIU M&E existing software applications/database will be used as a baseline and further developments will be carried out in the same software application. This was decided after a walk through session of the software application by PMIU M&E.
- M&E data base will be based on SBEP M&E Plan.
- There are total of 33 indicators in SBEP Logical Framework but only 11 indicators are active and initially SCDP will focus on these 11 indicators. Customization/Development will be carried out to incorporate these indicators in current database. Reports submitted to USAID by implementing partners against each indicator will be required from USAID.
- For data history, data shared by implementing partners with USAID for quarter March 31, 2016 will be requested from USAID to be uploaded in the data base.

- To access the updated application/database in future, a link will be created in the hosting website and will be shared with implementing partners for data uploading against relevant indicators' fields.
- Data base will be automatically updated once the implementing partner submits data against their indicators.
- To provide customized/additional reports, a formal request will be sent to USAID, PD and COPs for their reporting requirements (i.e. types of reports required)

5.5   Deliverable:

The SCDP is a project focused on overall assistance for the sustainability of SBEP through a customized capacity building of counterparts at E&LD -its relevant directorates and PMIU. The human resource at SCDP is completely dedicated to this fundamental principle working in close engagement with counterparts. This indicator comprises engagement of training by SCDP with entire E&LD /Govt. Of Sindh team under components 1, 2, 3 and 4. Out of the targeted 41, 36 officials were trained thus far; of which one (Minister E&LD) and PD PMIU who were supposed to go to the Harvard Kennedy School on two attempts (May/July, October 2016) could not go due to political and administrative compulsions as their portfolio were changed in June/July 2016. . These Tier I officials are being replaced by new encumbents. Similarly under Component 1, SCDP is awaiting an expanded list of 6 personnel from PMIU for 'quick books' training including personnel from E&LD & Finance Dept.

SCDP is engaged in strengthening M&E capacities of ELD, GoS which includes the Directorate M&E of Education and Literacy Department and the PMIU for SBEP   GoS. The Directorate of M&E established in 2012 is setting up the Sindh School Monitoring System (SSMS) with independent staffing led by a Chief Monitoring Officer (CMO) at the District level under the Director General M&E Directorate:

 The ELD, via its Directorate General of Monitoring and Evaluation has established a corps of independent monitors who will oversee and collect regular monthly data on school level indicators.

- A cadre of Chief Monitoring Officers (CMOs) have been recruited in 15 out of 29 districts who will visit all primary and secondary schools on a monthly basis to collect data on key indicators (teacher and student presence and facilities).
- District level monitoring units (whose staff is also recruited under contract) will manage the monitoring assistants (MAs) who will directly collect the field data.

For Strengthening M&E capacities of ELD, GoS, one of the deliverable of SCDP is to:

"Minimum of 20 relevant staff members of the M&E Directorate and PMIU trained to enhance their knowledge & skills of M&E and best practices in education".

In order to implement the action on the above target a meeting with Directorate General (M&E) E&LD was conducted in January and February 2016. The meeting decided that:

- Testing and design of SMC will be finalized in consultation with Directorate and CMP in 2016 whereas it will be implemented in 2017. For SMC e-governance training alignment with SSMS framework of DG M&E/E&LD will be ensured.
- SCDP will extend assistance as needed by Directorate for schools data verification and monitoring with the aim of strengthening the work of DG M&E.
- DG M&E will formally write to the SCDP for support required in finance and IT functions as USAID permission is mandatory to extend support in specific customized areas
- DG M&E will share participants profile with SCDP for officials nominated for the

training and exposure visit to Punjab, Enabling SCDP team to conduct the TNA.

Punjab was selected as a province at an advanced level of e-monitoring. A learning and a formal training opportunity was planned. The team consisted of officials from the Directorate of M&E (5) and PMIU (1) as nominees for the training visit.

In order to observe the e-governance systems for school monitoring in Punjab, it was essential to match the learning/training needs of the all nominated persons; SCDP team thus undertook a formal Training Need Assessment (TNA) of the six officers

5.5.1 Training Need Assessment

A basic profiling tool was developed initially which was filled by all the officers nominated. The purpose of profile collection was to collect the basic information about the persons nominated, history of their prior training, job history and new training needs.
The main areas of profile included,

- Personal information about the participant's personal, professional and education profile.

- Training history

- Training Needs (proposed)

After the submission of the profiles, a TNA form was designed and exercise was conducted.

Following were the recommendations of TNA

Based on the TNA, the following areas were identified for the training and capacity building; There is an urgency for clear:

- Understanding of core concepts of planning, monitoring and evaluation and its scope in the public sector
- Understanding of the Job description of the Chief Monitoring Officers, the scope of job and its responsibilities/power-authority & boundaries
- Understanding of pre-requisite of M&E systems and Education related M&E system functioning at the district level especially Sindh School Monitoring System (SSMS)
- Identification of indicators and areas to include in the SSMS to collect data by the M&E assistants at the district level, i.e. complete M&E policy and mechanism at the district level.
- Understanding of the public sector development projects and formal process or the structure of PC-1, PC-2, PC3, PC4 and PC5.
- School Census process and cycle.
- Community based complaint redressal mechanisms with the scope in education.
- Complete understanding and orientation of staff on the following reforms:
- Sindh Education Sector Plan (SESP) 2014-18
- School Consolidation Policy
- SMCs regulations, TOR and its scope in M&E of schools
- School Specific budget
- PPP Node and PPP Policy 2010
- Adopt a School Policy of ELD
- Sindh Right to Free and Compulsory Act 2013
- ILMI SMS online complaint system

5.5.2 Training & Learning E- system of School Education Department (SED) Punjab PMIU, Punjab Education Sector Reforms Program (PESRP) and Punjab Information Technology Board (PITB)

A formal request was made to SCDP by the Deputy Director M&E of DG M&E office, E& LD for a training visit to observe progress in School monitoring system of Punjab under Punjab Education Reforms Program (PERSP)- PMIU.

SCDP organized a four days comprehensive field based training of 5 Chief Monitoring Officers (CMOs) and one Manager from PMIU SBEP to Punjab for an experiential overview of the M&E systems set up by SED/PMIU in Punjab and to learn the best practices for adaptation at GoS level. The training visit was undertaken in Feb-Mar. 2016. The six member team was accompanied by Manager M&E SCDP.

Punjab province has already initiated e-monitoring in schools through Program Management Implementation Unit (PMIU) under Punjab Education Sector Reforms Program (PERSP) from 2004 and has engaged 36 District Monitoring Officers (DMOs) supported by 36 monitoring and evaluation assistants. These M&E assistants collect the real time data of schools through the PC tabs in 13 indicators. The data is collected throughout the 52,443 schools by 6th of every month. Performance of each school in real time for SED and provincial government with customized software for PMIU designed by the PITB.

- **Code of Conduct for Monitoring Assistants:**

  After the successful exposure/study visit of 5 counterparts at Directorate General M&E E&LD and SBEP PMIU to the School Education Department Government of Punjab, PMIU and the PITB Punjab, the DG M&E, E&LD Govt. of Sindh has developed and notified on March 9th 2016 a Code of Conduct for the monitoring team/ Monitoring Assistants (Mas) hired at the district level. This has been adapted from the Punjab study visit documents.

Through the briefing by PMIU on overall aims/objectives and whole system working and followed by practical data collection in Gujranwala and Sheikhupura districts and exposure to the Punjab Information Technology Board (PITB) helped the delegation to understand the best practices in the field of e-monitoring by SED Punjab.

The 4 days Training visit covered the following areas:
- Institutional/system knowledge including clear roles and organogram of team, Use of technology to collect data against 13 indicators, District Review Committee (DRC) headed by DC to overview of monthly progress,
- Monthly data packs and performance of every school
- Strong decision making based on the monthly reports and accountability

PITB's chairman Mr. Umer Saif was willing to provide the following technology and services to the GoS, if a formal request is made Government of Punjab.

- PITB can support the GoS to establish a well-designed Sindh Information Technology board.
- All the android software developed for the PMIU –PERSP can be shared with the GoS free of cost and further technical input can also be offered to change the M&E indicators

PITB is also making efforts to have retinal image recognition to tackle the issues faced through thumb impression. This technology can also be shared with the GoS

Training visit to Punjab by CMOs and PMIU M&E staff

5.5.3 De-briefing Meeting with DG M&E Secretary E&LD

The successful training visit, was followed up with de-briefing sessions at the Director General M&E Office and with the Secretary Education and Literacy Department, participated by DG M&E, CMOs.

Secretary E&LD Government of Sindh chaired the meeting. The debriefing was done collectively through PPTs and sharing of recommendations on the Training Visit to Punjab by Directorate General M&E Team (Deputy Director & CMOs) and SCDP on April 06,, 2016. Out of the 5 officials, who went to the study visit from Dir M&E 4 were present.

Ms. Baela Raza Chief of Party (CoP) SCDP acknowledged the DG M&E team for the full support and exemplary participation of the delegates during the 4 day training to Punjab February 29- March 3, 2016. The Deliverables and key highlights of the training under Component 2 of SCDP that were directly linked with DG M&E at E&LD pertaining to SSMS were shared (annex).

Following decisions were taken during the meeting

Description	Assigned to & –Suggested Timeline
Website for Directorate General M&E	The Chair directed DG M&E office to start working on the website design with all the applications.
Dash Board at the Secretary E&LD office	The Chair directed DG M&E office to work with the Secretary E&LD team to establish a dashboard of performance of all schools visible for action at the Secretary's office
Addition of Indicators	The DG M&E office will review the M&E indicators of PMIU Punjab to align with the DGM&E SSMS and ILMI online
Comprehensive Approach to e-Governance	COP -SCDP suggested that the 3 major e-governance initiatives and any other under SCDP must be comprehensively linked- viz. Biometrics; ILMI, SSMS and SMCs monitoring schools on tablets as per SCDP deliverables. Secretary and DG M&E may review this jointly at a special sitting for further actions.

Description	Assigned to & –Suggested Timeline
Acknowledgement letter to PMIU Punjab	A joint acknowledgement letter to the Govt of Punjab/PMIU team by the Secretary E&LD and DG M&E jointly will be forwarded by next week April 11-15, 2016.

De-briefing to Secretary Education about training visit to Punjab PMIU

5.5.4 Two Days Customized M&E Training "Understanding & Implementing M&E for Accountability & Performance" September 29-30, 2016.

Based on the TNA, and beyond the Punjab Training visit for 6 officials in March 2016, a second M&E customized training was completed (18 hours) over two days from 29 to 30 September 2016 in Karachi at Movenpick Hotel.

To bridge the /institutional distance between CMOs and the Directors (Elementary and Secondary) at divisional and district level a two day intensive training was held from September 29-30, 2016 in Karachi, co-hosted by DG M&E E&LD, the Sindh Capacity Development Project (SCDP) and sponsored by USAID. This initiative is part of the comprehensive US $165 million Sindh Basic Education Program (SBEP) with 106 constructed schools which are to be managed through public private partnerships or Education Management Organizations (EMOs). These are pioneering initiatives that need robust governance systems.

"Understanding & implementing Monitoring and Evaluation for Accountability and Performance" was a customized capacity building exercise targeting all CMOs and Directors and M&E personnel of PMIU/SBEP under E&LD. It focused on understanding the nuts and bolts of technology enabled monitoring systems.

 It followed on the heels of the Joint Education Sector Review (JESR) II held in Karachi (September 27-28, 2016) by E&LD, where the Chief Minister for Sindh Syed Murad Ali Shah, Minister Education Mr. Jaam Mehtab Dahar and Secretary E&LD Dr Fazlullah Pechuho publicly announced major measures for high quality education for each child of Sindh. An "Education Emergency" is to be imposed targeting all out of school children to progressively enroll in schools with facilities up to secondary level". The Chief Minister together with E&LD is championing to ensure that NADRA provides Child Registration Certificate (CRC) for each child at birth which will be linked to education and health services. This will track services for each child up to 18 years of age, matched to increased provincial budget for education on high priority.

Amidst such commitments to quality education, the training was timely; its objectives and contents were focused with inter-active engagement of 26 senior personnel.

    a.   To understand the core concepts of accountability and governance for improved educational services through effective technology enabled real time M&E system-

    b.   To understand the architecture and roll out of the Sindh School Monitoring System (SSMS) -its key players and collaboration partners.

    c.   To become conversant with best practices in third party M&E education systems in Punjab and Khyber Pakhtoonkhwa - from accountability to evidence to action.

    d.   To become aware and familiar about the sector context, key policy and reforms /innovations at provincial-national and global levels that drive the M&E processes

Well known facilitators provided valuable knowledge and insights from multiple perspectives. The areas covered included: Best Practices in accountability and governance; cutting wastage for high performance; online citizen complaint systems for action; reforms and policies at local, national and global levels including SDGs 2030; nuts and bolts of Sindh School Monitoring System (SSMS) and dashboards; the linkages of various monitoring indicators in Sindh Education & Literacy Departments -from projects to systems. Sohail Raza Syed - Sr. Lead Consultant, Adam Smith International: Ms. Umbreen Arif- Senior Education Specialist the World Bank; Mr. Akram Khowaja- DG M&E Education & Literacy Department; Ms. Midhat – ILMI Representative; Mr. Mujeebur Rehman Khatri – RSU- SESP Program Manager; Dr. Sajid Ali - AKU-IED; Mr. Zubair Channa - Deputy Director DG M&E . E&LD, Ms. Baela Raza Jamil, Imran Raza and Shoukat Ali Sathio from SCDP-Deloitte were resource persons for the training. .

Mr. Nazar Mahar, former ACS Sindh and adviser SCDP reminded all in the concluding session that 'monitoring must go from access and equity to quality, for not only every child to be in school, but also 'learning". Mr. Lila Ram from USAID endorsed this ambition and need for such sessions at the divisional and district levels. Dr. Fazlullah Pechuho Secretary E&LD, the Chief Guest shared his vision that the needle must move on education and learning outcomes for the children of Sindh; he shared about initiatives underway through development partners undergirded by PPPs in ECE, nutrition, learning of adolescent girls and quality; E&LD will collaborate actively with health, and finance. He underscored that   the DG M&E would remain the eyes and ears of the department to further improve the performance of the sector to the satisfaction of the citizens. Capacity building initiatives customized by SCDP-USAID and DG M&E must thus be replicated at the divisional and district level-to align accountability with performance.

The Secretary distributed certificates to all participants.
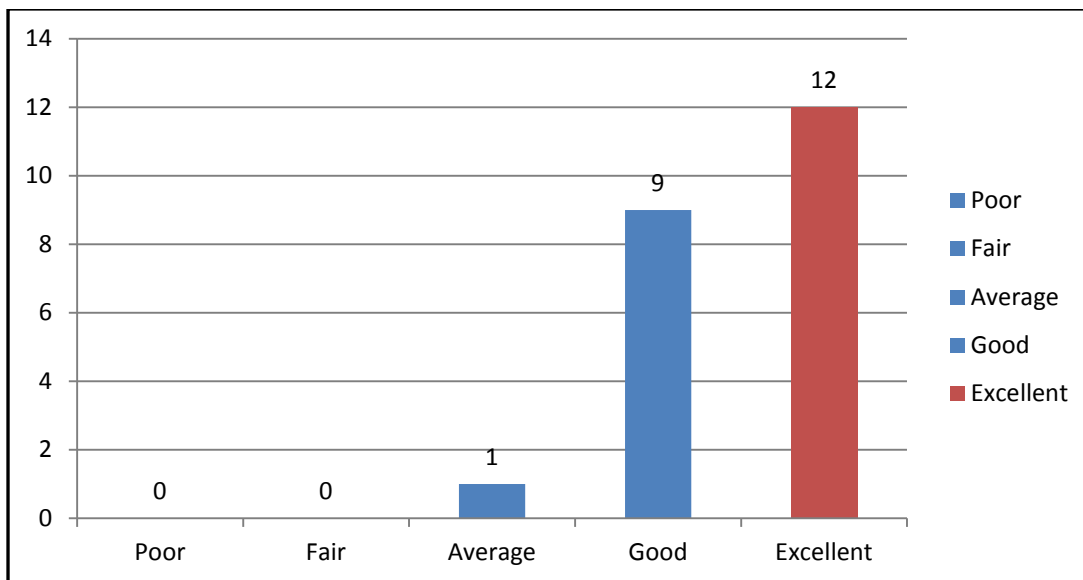
Responses from Participants:

The evaluation of the training reflected well the participants' engagement. There was high demand for longer duration and replication of the training at the divisional/district level

The usefulness of the information received in training:

The usefulness of the training material

Some Comments from the Participants
- Trainers explained the concepts thoroughly -they had excellent knowledge over their subject
- The audience was made to engage in the discussion sharing experiences in a friendly atmosphere
- High level of interaction and participation was ensured
- A clear and intelligent methodology was used by the trainers
- Clarification of confusions and roles between Directors and CMOs/MAs under SSMS
- Group activity was very lively and good
- Comprehensive distribution of notes/handouts
- Field level exercises would have been very useful to understand concepts and action points clearly

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Participants with Secretary E&LD Dr. Fazlullah Pechuho & Mr. Nazar Mahar-PMC Member SCDP

A Full House -All Ears and Eyes at the Two Day Customized Training for DGM&E, Directors & PMIU

5.6   Deliverable:

Minimum of 240 SMC members from 120 school sites oriented and involved in monitoring and reporting.

SCDP is tasked to provide technology based trainings to 240 members of SMCs of 106 schools being constructed by SBEP, for monitoring and reporting during the life of the project. The training on tech-e-governance is planned to be held in the coming two quarters. The initial spade work for this training was undertaken during the reporting quarter in continuation of the field assessment in the previous quarter as well (Dadu, Larkana and Qambar Shahdadkot).

Capacity assessment of SMC GBHS Damba Goth, Karachi around the use of Android Application

5.6.1 Android Application for SMCs:

SCDP will develop an Android application that could be used by the SMCs for real time monitoring and reporting and which is aligned to the DG M&E systems and indicators as well as that of SBEP. All selected SMCs would be provided a tablet/smart phone (2 per SMCs) for the android application that will be designed and tested in the coming quarter.

The SMC members training to be held in consultation with SBEP partners (PMIU -CMP) and E&LD's DG M&E and RSU to ensure that the indicators being monitored are jointly owned and reported to improve governance and performance of schools with real time M&E by formal community and parents as members of notified school based SMCs. SCDP is fully conscious of E&LD's various initiatives in e-governance in Sindh viz. ILMI, SMSS and biometrics.

Capacity assessment of SMC GBSS Damba Village Gadab Town Karachi around the use of Android Application

ILMI Initiative & E&LD: Technology based monitoring is already being undertaken by E&LD through, third party teams for school based monitoring systems (SMSS) using smart phones under the DG M&E. E&LD is also using an application of e-governance called ILMI to receive citizen's complaints through text messages. (SMS "ILMI + your message TO 8398) These complaints are followed up by weekly meetings at E&LD for action.

SMSS & DG M&E: SCDP closely engaged with DG M&E and its teams since inception in September 2015 has been developing a comprehensive understanding of SMSS purpose and design for which an experiential field based 4 day training was organized in Punjab in the previous quarter for 6 officials.

The DG M&E's IT staff provided demos to the SCDP and PMIU teams on the software application developed by them for the above mentioned purpose that will be fully reflected in the upcoming software for SMCs under SCDP. .

SMCs -joint capacity assessment exercise by SCDP, DG M&E and PMIU teams was conducted in two SMCs of Gadap town, Karachi. The purpose of the assessment was to assess the current capacities of SMCs and willingness to handle smart phones.

SCDP has advertised EOIs for the procurement of smart phones.

Meeting with Secretary Education and Literacy Department GoS

SCDP called upon Secretary E&LD to request for a meeting to discuss the development of android application for monitoring by the School Management Committees (SMCs) of 106 construction schools under SBEP.

A meeting was organized by SCDP and chaired on 26th August 2016 by the Secretary E&LD GoS to discuss the subject matter. It was attended by Special Secretary Schools, DG M&E, RSU and USAID representatives, SCDP M&E team shared the objective of the pilot of android based online application for 106 SMCs to generate real time data for the effective monitoring of key activities at school level.

The COP SCDP underscored that it is indispensable to ensure that the android application is totally aligned to the Sindh School Monitoring System (SSMS) in all the aspects including hardware and software specifications for its sustainable and effective utilization to be fully owned by E&LD once the life of project is completed.

Secretary appreciated the efforts of SCDP-USAID for Sindh's education sector & decided as follows:

S. No.	Discussion	Action Required	Responsibility
1.	Android Software for SMC Monitoring	SCDP Android Software should be linked with ILMI SMS - complaint system.	SCDP- team and E&LD focal persons/ DG M&E, IT Department under supervision of ES E&LD

S. No.	Discussion	Action Required	Responsibility
2.		Directorate General M&E E&LD is already using a smart phone with specs and an android application. SCDP to adhere to the same. SCDP will work with the E&LD team to procure the same and incorporate additional relevant indicators in the existing software so as to ensure alignment of the initiative.	**Directorate General M&E for smart phone specs.** IT Dept. E&LD for software. RSU SMCs-FP to ensure close alignment to SMCs TORs SCDP Team to fully coordinate and implement
3.	Integration of E&LD initiatives	All the initiatives of e-governance should be aligned with the existing work on SMSS/ILMI -E&LD.	For Compliance SCDP-SBEP
4.	Meeting with ILMI	ILMI Online will be called to discuss the proposed M&E by SMCs and way forward will be agreed. One common Dash board can be used to track all indicators	Mr. Anwar Bhutto IT-E&LD
5.	Grants Monitoring by SMCs	SMCs can be involved in the grants monitoring also.	For compliance by SCDP when designing the program.
6.	SCDP Participation in upcoming Asian Development Bank (ADB) Mission meeting on Monday 29th August 2016.	SCDP COP to participate in the ADB for inputs on PPP Node	CoP-SCDP
7.	Post Training feedback on Tier -1	Secretary appreciated the USAID for training of E&LD Team at HKS "A great opportunity to meet professionals and network during the 3 week course". A debriefing session date will be shared shortly	SCDP to coordinate on the date for the HKS Debriefing session
8.	Debriefing on INTEL ICTs Pilot Training (8800 beneficiaries) under SCDP which includes out of school participants including SMC members too	SCDP requested Ms. Alia Shahid to coordinate with ES E&LD, a debriefing session date on the Pilot phase of INTEL ICTs training completed in Sukkur and Khairpur districts ensuring INTEL's presence.	Ms. Alia Shahid Special Secretary Schools to coordinate and inform SCDP in the coming week or first week of September 2016. .

Component 3:	Facilitate knowledge generation on education challenges & innovative interventions to inform decision-makers for the improvement of education policies and programs

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
20.	**3-a-1** Two research studies on SBEP's innovative interventions and strategies conducted.	Number of research papers disseminated	2	Evaluation of proposals by the Panel completed. Recommendations reviewed by the Project Management Committee
21.	**3-b-1** Research dissemination strategy developed and implemented to share the knowledge on effective programming approaches and lessons learned with relevant stakeholders.	Number of Research Dissemination Strategies prepared and Implemented	1	-
22.	**3-c-1** Support provided to the ELD's role in policy and program reform (inclusive of SBEP) as a result of research and advocacy conducted.	Rating of ELD's role in policy and program reform	Rating=4 (Rating,5 =high)	-
23.	**3-d-1** Support provided to the ELD through capacity building in conducting research and using research evidence for developing policies and programs enhanced at provincial level against the baseline/benchmarks.	Rating of ELD's capacity in conducting research	Rating=4 (Rating,5 =high)	-
24.	**3-e-1** Support provided to the PMIU to enhance advocacy and communication capabilities to increase impact and visibility of SBEP among the Government of Sindh, ELD, media, civil society, and communities.	Number of Communication strategies prepared	1	-

5.7   Deliverables:

- Two research studies on SBEP's innovative interventions and strategies conducted.
- Support provided to the ELD through capacity building in conducting research and using research evidence for developing policies and programs enhanced at provincial level against the baseline/benchmarks
- Support provided to the PMIU to enhance advocacy and communication capabilities to increase impact and visibility of SBEP among the Government of Sindh, ELD, media, civil society, and communities

During the reporting quarter a great deal of spade work was accomplished with buy in from all counterparts. However SCDP teams through the sub-contractor for Component 3 Social

Policy Development Centre (SPDC) has put in substantive efforts towards progress of the above indicators.

Two SBEP Focal groups on Communications and Research have been formed for the first time (September and December 2016) for sharing strategic ideas and developing core frameworks /strategies with action plans.

5.7.1 Establishment of Research Consultative Group

SBEP Research Consultative Group (RCG) has been established with representation from all SBEP partners, USAID, PMIU and ELD. Terms of Reference of RCG include:

identifying potential themes for research that are linked with innovative interventions and strategies employed under SBEP and can be potentially replicated or scaled up in education sector in Sindh; determining the scope of research studies including identification of research sites; and facilitating retrieving the data on partners' inventions relevant to the research activities.

First meeting of RCG was held in December 2015 to discuss potential research themes, ToRs and composition of the group. The proposed themes were based on the various interventions of SBEP partners including the role of community mobilization, assessment of learning outcomes and public-private partnership.

The 2nd meeting of RCG was held on April 05, 2016 at the office of the Secretary E&LD. The meeting was attended by the senior officials of E&LD including the Secretary, Additional Secretary and Director PD&R, and representatives from USAID, Sindh Community Mobilization Program, Sindh Reading Program, Sindh Capacity Development Program, Reform Support Unit and PPP Node (E&LD). The themes for both the studies were finalized in the meeting that included: 1) Public Private Partnership for Better Service Delivery and 2) Improving Early Grade Reading through Innovations.

5.7.2 Research Studies

Terms of Reference (ToRs) for the studies were prepared through a consultative process. The draft ToRs were shared with the partners to obtain their feedback. Consultative meetings with Sindh Reading Program and Sindh Community Mobilization Program were also held to discuss the scope of research. Based on the comments/suggestions received by USIAD and implementing partners, Request for Proposals (RFP) was finalized and advertisements approved by USAID (Branding and Marking) were put out in the print media and on

Dr. Fazlullah Pechuho, Secretary, E&LD, chairing the meeting of SBEP Research Consultative Group

websites of PMIU-SBEP on June 27, 2016. Altogether, 24 proposals were received – 13 for Study 1 and 11 for Study 2.

For the purpose of evaluating the proposals, a Panel of evaluators was formed in consultation with SCDP, USAID and PMIU. The Panel consisted of the following members:

1. Prof. Dr. Qazi Masood, Chairman, Center of Executive Education, Institute of Business Administration (IBA)

2. Mr. Muhammad Asif Iqbal, Team Leader, Research and Communication, SCDP

3. Mr. T. M. Qureshi, Team, Education Reforms & Policies, SCDP

4. Mr. Hafeezullah Ghambhir, Manager Learning, Reforms & Community Mobilization, PMIU

Three meetings of the Panel were held during August and September 2016. The Panel finalized the evaluation and ranking of proposals which were reviewed by the Project Management Committee (PMC). The selection of bidders will be finalized in view of the recommendations/suggestions by the PMC and the contracts will be awarded in the first quarter of 2016-17.

5.7.3 Establishment of Communication Working Group

SBEP Communication Working Group has been established, which is represented by represented by E&LD, RSU, USAID, PMIU, CMP, SRP and SCDP. Major objective of the group include formulating and implementing an integrated communication strategy of SBEP. CWG played a key role in the development of SBEP Communication Strategy. Meetings of the core team of CWG are held regularly.

5.7.4 SBEP Communication Strategy

As part of SCDP's support for enhancing PMIU's capacity in communication, an integrated Communication Strategy for SBEP was prepared through a rigorous and consultative process in order to enhance program visibility, showcase program successes and achievements as well as to improve public perception of GoS/E&LD. The process started with an initial meeting of CWG, held on January 26, 2016 and was followed by various steps including review of relevant project documents and brainstorming sessions with the focal persons of all program partners and field visits.

Initial draft of SBEP Communication Strategy was shared and discussed with USAID in a meeting held on April 11, 2016. Based on USAID's comments/suggestions, a revised draft of the strategy was prepared and shared with the CWG. Subsequently, in order to finalize the Communication Strategy and to develop an integrated work plan, a one-day workshop with CWG was held on May 13, 2016. Finally, after incorporating the suggestions/comments of CWG, final draft of the SBEP Communication Strategy was prepared and presented in the CWG meeting that was held on July 15, 2016 at PMIU, chaired by Mr. Rafique Ahmed Buriro, the then Deputy Program Director, PMIU-SBEP. The SBEP Communication Strategy and work plan was endorsed by PMIU and a core group, consisting of focal persons from all implementing partners and USAID, was formed. It was decided that the implementation of Communication Strategy will be ensured and led by PMIU.

Participants of the Workshop on SBEP Communication Strategy held on May 13, 2016.

5.7.5 Research Support to ELD

SCDP is tasked to provide assistance for capacity building of Research and Development Unit of E&LD. Initial meetings with concerned officials were held in December 2015 and SCDP was informed that there was no functional research unit at ELD. In this regard, efforts were made by SCDP to initiate the process in close coordination with the Additional Secretary E&LD. Finally, on February 12, 2016 the Secretary ELD issued a notification for activation of Research and Development (R&D) Unit under the Directorate General, Planning, Development and Research (PDR), E&LD. Two officers of ELD were designated for the R&D unit while SCDP has deployed two Research Associates.

The officials designated for R&D unit did not have any background of research. Moreover, the unit was activated without any budget and work plan. Considering the situation, a note for proposed action points for SCDP engagement with R&D unit was prepared and submitted to Director PDR. Subsequently, meetings were also held with him to discuss further action points. It was decided that an orientation meeting will be held with all directorate heads and other selected officials of E&LD.

On July 25, 2016, a letter from the Director PDR was issued to concerned directorates for nomination of a focal person from each of the directorates so that an orientation workshop can be held to initiate the training process. Purpose of the orientation workshop is to familiarize the participant with objectives of R&D Unit, the nature SCDP support to R&D Unit and identification of officers that may be involved in the upcoming capacity building activities. The process of receiving nominations was very slow which has now been completed after consistent follow up by SCDP. Process for obtaining approval from the Secretary has been initiated by R&D staff.

Challenges:

- The existing staff members of R&D unit do not have any research background. SCDP Research Associates are providing mentoring support to them. However, the staff members are not designated to work on a full time basis. For example, one staff member is primarily responsible for litigation activities of E&LD and has to travel frequently.
- The response of few concerned directorates for nominations of focal persons has been very slow. The first event was planned for August/September 2016 which could not be held.

5.7.6 Support to PMIU

Editorial and desktop publishing support has been provided to PMIU for SBEP Quarterly Newsletters, Newspaper Supplement and profiles of construction schools.

Published in News & Dawn

REQUEST FOR PROPOSALS FOR CONSULTANCY SERVICES

Social Policy and Development Centre (SDPC) is an implementing partner of Deloitte Pakistan for Sindh Capacity Development Project, a USAID three-year project that is supporting the sustainability of Sindh Basic Education Program (SBEP) by providing technical assistance to strengthen systems and institutions. Through a partnership between USAID and the Government of Sindh, SBEP aims to achieve increased and sustained student enrollment in government schools in targeted geographical locations in Sindh.

SPDC wishes to invite organizations/individuals to submit proposals for the hiring of consultancy services for conducting independent research studies on the innovative interventions and strategies employed under SBEP that can potentially be replicated or scaled up in the education sector in Sindh. The research will be conducted on the following themes:

1. Public Private Partnership for Better Service Delivery in Government Schools of Sindh
2. Improving Early Grade Reading through Innovations

Please visit www.spdc.org.pk for further details of ToRs and the application procedure. The deadline for submission of Technical and Financial proposals is 11 pm, Monday, June 20, 2016. The proposal should be submitted via email to spdc@spdc.org.pk

For additional information regarding this invitation please contact:

Muhammad Asif Iqbal, Principal Economist
Social Policy and Development Centre, Karachi
Tel: 021-111-113-113; Cell: 0300-924096;
Email: asifiqbal@spdc.org.pk

Component 4:	Strengthen capacities, systems and policies of the E&LD to improve the education services in conjunction with the education reforms in Sindh

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
25.	**4-a-1** Capacity gap analysis with regard to PPP of ELD conducted and shared with ELD and USAID.	Number of Capacity Building Analyses conducted	2	-
26.	**4-a-2** Assistance to the GoS provided to support PPP Unit/Node at the ELD to improve its capacity to promote, develop and implement PPP projects.	Rating of the PPP Node of the ELD to effectively carry out its mandate	TBD	3.5
	4-a-3 Min. of 10 staff members involved in PPP with PPP Unit/Node at ELD, RSU and the FD trained in several aspects of PPP policy/regulatory framework and projects.	Refer indicator 5.	-	-
27.	**4-a-4** Standardized PPP tool kits and education sector-specific guidelines developed and disseminated.	Number of Standardized PPP Tool Kits developed	1	-
28.	**4-a-5** Education specific PPP management information system developed and support provided to the ELD for its effective utilization.	Number of Education Specific PPP MIS developed	1	-
29.	**4-a-6** Support provided to ELD to institutionalize PPP best practices in education.	Number of Best Practices recommended to ELD	TBD	-
30.	**4-b-1** Min. 800 govt. teachers (at least 30% females) participate in training sessions and demonstrate competencies in effective use of ICT in teaching-learning process at schools.	Number of teachers having completed training in ICTs	800 teachers, same cohort three times	128
31.	**4-b-2** Min. of 4,000 students (at least 50% girls) participate in training sessions to demonstrate competencies for using ICT as an effective tool in their everyday learning specially science learning.	Number of in school students having completed training in ICTs	4,000 students, same cohort three times	630
32.	**4-b-3** Min. of 4,000 out of school children (ages 13-17) and adults (at least 35% females) residing in project villages participate in ICT	Number of out of school children having	4,000 children, same cohort	598

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
	literacy programs.	completed training in ICTs	three times	
33.	**4-b-4** Min. of 1,000 out of school adolescent girls (ages 11-19) residing in project villages participate in ICT literacy programs. **(Note: this indicator is a sub set of Sub-Obj-2.2.c above and its figures are included in refer indicator)**	Number of adolescent girls receiving skill development training (MSF 2.1.2b, MSF 4.1c, F-3.2.2-41; PPR)	1,000 adolescent girls	261
34.	**4-c-1** Assist ELD to development of ALP policy focusing on private sector engagement developed as per rules of business of the GoS.	Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning	1	-
35.	**4-c-2** Technical support provided to the ELD for the development of ALP policy implementation framework and its piloting.	Number of ALP Policy Implementation Framework develop.	1	-
36.	**4-c-3** Best practices and lessons learned documented and disseminated to inform policy makers for further action.	Number of best practices and lesson learned documents prepare	TBD	
	4-d-1 Capacity need assessment conducted and shared with ELD and USAID.	Refer indicator-25.	-	-
	4-d-2 Tier-1: Min. of six high-level provincial officials trained at a US based university to sharpen their skills and knowledge on cross-functional leadership and policy reforms.	Refer indicator-4.	-	-
	4-d-3 Tier-2: Min. of ten managers and technical staff of ELD participated in a regional study tour to enhance their understanding of best practices in education and observed to be applying new knowledge for the implementation of education reforms in Sindh.	Refer indicator-4.	-	-

Ind. No	Deliverables	Indicators, Targets	Target	Progress till September 30, 2016
-	**4-d-4** Tier-3: Min. of 25 district level education managers from the target districts/towns trained and/or sent to inter-provincial exposure and observed to be contributing to the implementation and management of SBEP more efficiently.	Refer indicator-4.	-	-

5.8   Deliverables:

- Capacity gap analysis with regard to PPP of ELD conducted and shared with ELD and USAID.

- Assistance to the GoS provided to support PPP Unit/Node at the ELD to improve its capacity to promote, develop and implement PPP projects

5.8.1 Capacity Gap Analysis

Capacity Gap Analysis of PPPs in E&LD was drafted with recommendations on 5 critical areas of institutionalization and governance, human resources, monitoring and evaluation, visibility, and budgets. For this meetings with various stakeholders and participants conducted and documentation at PPP Node was reviewed for the report. Review meetings on CGA were conducted with USAID and PPP Node and final version was shared. This analysis provides a baseline for the areas of support required by the Node.

5.8.2 Creation of Cost Centre at PPP Node

With the budget for Fiscal Year 2015-16 approved, Government processes required creation of a cost center for PPP node. Along with that an audit copy from the E&LD which was to be authenticated by Finance Department (FD), followed by assignment of approval of a drawing and disbursement officer (DDO) for PPP node, and activation of the cost center by Accountant General Sindh. Through continuous meetings and support from officers at E&LD and FD a financial advice was issued by FD with the approved budget of Rs. 31,692,000 for PPP Node and creation of cost center KC4390. In response to this an audit copy was prepared and signed by the Education Secretary and authenticated by the FD. The authenticated audit copy laid the groundwork for spending of funds by the PPP Node.

5.8.3 Drawing and Disbursement Officer Appointed for PPP Node

For release of funds a DDO had to be assigned to collect and hand over cheques for expenditures at the Node. After meetings with officials at E&LD Mr. Abdul Azeem was assigned as a DDO for PPP Node. The DDO was approved by FD [Annex 6] and a letter was sent to Accountant General Sindh for keeping a record of the DDO, assigning a TM section to PPP Node, and activating the cost center. Once this was completed the Accountant General Sindh issued a letter assigning TM Section-1 to the Node and thereby allowing the Node to utilize the approved budget for year.

5.8.4 Procurement Initiated:

In order to functionalize the PPP Node beyond the existing single-person, single-room setup several critical steps had to be taken involving spending of the approved budget. These included renting of office space, hiring of officials to form a PPP Node team, procurement of official material to set up a working space.

Procurement of office material, including fixtures, furniture, IT equipment, hardware, and software, was initiated and bidding documents were prepared, approved, and uploaded to SPPRA website. Bids were received and evaluated and vendors were selected. Cheques were issued by the DDO to the vendor before end of the financial year. The procured office material can be delivered by the vendors as soon as office space is rented.

5.8.5 Rental Office Options:

In order to find adequate and appropriate office locations for the new PPP Node office several locations were visited keeping in mind proximity to the Sindh Secretariat and the number of personnel to be accommodated. These locations were presented to senior officials at E&LD and the procurement process according to SPPRA rules was initiated. Bidding documents were prepared and published in leading newspapers and also uploaded on SPPRA website. However, no bids we received till the last date of submission of bids and the bidding was closed. The process of identifying new locations restarted in July 2016 and subsequently re-bidding for office place will take place. A third round of office locations were identified in August and September and will be visited by AS (PDF) for approval and finalization.

5.8.6 Detailed ToRs for all approved positions of the Node:

TORs were developed and presented to senior management at E&LD for review [Annex 11]. The ToRs highlighted a roles and responsibilities of each incumbent as well as provided the qualification and experience criteria. This also included a set of organogram using the current approved positions, and an organogram with other required positions in the Node not currently approved.

5.8.7 Committee for Drafting of Recruitment Rules

Education Secretary suggested a creation of a committee for drafting of "recruitment rules" which included members from Government as well as private sectors. COP SCDP was a part of the committee. The recommended rules containing qualification and criteria for each of the approved posts was finalized by the committee and submitted for further approvals to the Provincial Public Service Commission -PPSC. PPSC replied requesting for further details regarding the posts which were provided to E&LD.

Supporting documents for advertisement of post and constitution of a selection committee for hiring have been drafted and are ready to be issues when the posts are approved.

5.8.8 Budget Utilization for PPP Node from FY 2015-16:

Considering that the CM Summary for PPP Node Budget was approved near the end of February 2016, there was a small window for utilization of that budget. However Rs 3.9 Million was spent in the first year on procurement of office material including stationery.

5.8.9 Proposed Budget for 2016-17 for PPP Node

SCDP team along with PPP Node also kept in mind the needs for the following year, which included items not currently in the budget, such as provisions for vehicle, publication expenses, travel expenses, provision of MIS officers, etc. Keeping in mind these needs for fiscal year 2016-17 a detailed itemized budget of Rs.81M was developed. However, the FD approved the same amount of budget under the same heads as 2015-16's budget with exclusion of the amounts for fixed costs that had be procured by June 2016. Thus a total of Rs.28,092,000 was approved for PPP Node, as reflected in the budget volumes for year 2016-17.

5.8.10 Operational Guidelines

For systems generation in Node the SCDP supported in development of Operational Guidelines for PPP Node. These contained guidelines for the management structure, delivery process, and processes for financial disbursements.

5.8.11 Brief on PPPs in E&LD Budget 2016-17

In addition to the budget for PPP Node, many other budget heads contained funds for education projects under PPP mode. A compilation of these budgeted items was made to reflect on the expanding portfolio of PPPs in education in Sindh. This was shared with senior

representatives of the Government who took this compilation with them to Harvard University as a case study of PPPs in Sindh. It is recommended to the Government to streamline some of the feasible projects into PPP mode so that projects covering various groups of beneficiaries may be initiated.

5.8.12 Communications Strategy for PPP Node

To further show-case the PPP portfolio, and to increase visibility of the PPP Node, a communication strategy was drafted. It contains the major communications objectives of the Node, alongside its intended target audiences and modes to reach each of them.

5.8.13 PPP Node Brochure

According to the communications strategy a brochure was developed highlighting the genesis of PPP Node, and its current and upcoming projects. The content of the brochure was approved from AS (PDF) and was provided to Tier 1 officials headed to Harvard University for their courses.

5.8.14 PPP Node Websites

With assistance from IT department at E&LD, work on the first design of the website page for PPP Node was initiated and a first draft of the website has been prepared. Alongside this activity a third party for development of a dedicated website for PPP Node was envisioned to accelerate work on visibility of the node. SOW was prepared for hiring of website developer which includes provision of maintenance of the website as well. This will allow communication material related to the Node to reach out to a wider audience over the life of SCDP project.

5.8.15 Organizing records in PPP Node

In order to maintain complete set of files for each major activity at the Node, the SCDP team engaged in organizing and filing historical and current records of the PPP Node dating back to May 2014. Missing note sheets were prepared and annexures were organized to support the note sheets.

5.8.16 Revised Budget (16-17) for PPP Node

A revised budget was calculated and proposed for the PPP Node so that all necessary expenditures can be met without delay, such as, expenses for rent, POL, office maintenance. Currently, the approved budget does not contain some required head or contain insufficient amount which impede in setting up a functioning PPP Node office. Detailed break up of salary and non-salary component was prepared with detailed rationale for additional funds.

5.8.17 Orientation of DL&NFE on PPP Node

Following a session on review of ALP policy draft in August 2016, a need for greater communication and coordination between PPP Node and Directorate for Literacy and Non-formal education was strongly felt. This is particularly important considering that the proposed policy points towards PPPs as an integral mode for expanding the reach and effect of NFEs in Sindh. Therefore, a meeting was organized between members of the NFE Directorate and the PPP Node in which an orientation was provided regarding the functions of the node, the legal status of the node and PPP projects in E&LD, and ways in which the Directorate may join hands with the Node to develop projects in the near future.

5.8.18 MIS for PPP Node

To further strengthen systems in the PPP Node in a sustainable manner, SCDP hired a PPP Associate in July 2016, with the task to lead the development of an MIS system for PPPs in Sindh. Concept note for the MIS has been developed along with a framework for monitoring of indicators of current EMO project. A situation analysis is underway which will review the exiting MIS systems of the government and private entities which will lead to recommending a model for MIS specifically for PPP Node

5.8.19 PPP Toolkits

To initiate work on toolkits for PPPs, a consultative workshop was hosted by SCDP. This was first in a series of meetings where stakeholders from the education sector were invited to

develop a conceptual framework for the toolkits. Participants from the private sector shared their views on essential elements of a toolkit for partnerships with the Government representative, and Director PPP Node, E&LD explained the current processes involved in PPPs. Participants also discussed on ways to disseminate these tools so that maximum number of willing partners and other stakeholders may benefit from them. Consequently an outline for the toolkits was drafted based on the discussion in the workshop which can inform further development of the toolkits.

5.8.20 Rating Mechanism of PPP Node

In order to operationalize the PPP Node Rating indicator (sub obj 4.1b) two meetings were held with PPP Node (E&LD) and PPP Unit (Finance Dept.) on developing a rating mechanism of the support provided to PPP Node. A rating mechanism was finalized allowing the Government to rate the quality of support provided on a quarterly basis on the task and deliverables under the SCDP contract with USAID.

Progress on staff recruitment (13 personnel approved), relocation to a separate rented building; and procedures for disbursement of funds to PPP Node and EMOs remain stalled.

5.9 Deliverables:

- Min. 800 govt. teachers (at least 30% females) participate in training sessions and demonstrate competencies in effective use of ICT in teaching-learning process at schools.
- Min. of 4,000 students (at least 50% girls) participate in training sessions to demonstrate competencies for using ICT as an effective tool in their everyday learning specially science learning.
- Min. of 4,000 Out of School Adolescents, Youth and Adults (age 10+) of which 1000 are targeted girls (10-19 years of age) under the Let Girls Learn (LGL) initiative.

The SCDP is extending ICT trainings to 800 teachers and master trainers, 4,000 in-school and 4,000 out- of-school adolescents, youth and adults during the life of project in the targeted districts of SBEP in close collaboration with E&LD and INTEL. These trainings are part of Component 4-b of SCDP which aims to strengthen capacities of teachers, students and communities in the use of ICTs in Sindh through Public Private Partnership with Intel Education Initiative Pakistan.

The process for implementation began in November 2015 with the first implementation in the field in May 2016, A consultative process of identifying the beneficiaries of these trainings was adopted in consultation with PMIU, SRP and CMP. Meetings were also held with Senior E&LD officials, RSU teams, Directors, DEOs, Head Teachers, Trainers and community members for different requirements related to these trainings including approval of the manuals and content already provided in March 2016.

Four types of ICT training manuals were customized /adapted by INTEL with inputs from E&LD and SCDP to be used; one each for M.Ts, participant teachers and students. A fourth manual has been developed/adapted by Intel for out of school children & adults in Urdu. This will be translated in Sindhi. The manuals are branded with formal approvals and are part of an attractive training kit with good visibility.

During the annual reporting period the project teams managed to fully operationalize this segment across all four levels with full support from E&LD and INTEL as a pioneering initiative in Pakistan for both genders.

5.9.1 INTEL Pakistan Corporation and ICTs Training in SBEP:

Responding to USAID's request, the renowned IT multi-national "*Intel- Pakistan Corporation*" under its education initiative agreed through a formal MOU with the Government of Sindh E&LD to train teachers, students and community members on the use of ICTs in their every-day teaching, learning and life. This is to be undertaken in the SBEP targeted seven districts and five towns of Karachi.

Accordingly, Intel Training Modules were mobilized from Intel/USAID in November 2015 for review COR SCDP facilitated a meeting with Intel, SCDP, CMP, SRP and PMIU for for complete clarity, and technical understanding of the ambition and vision behind this task, its operational nuts and bolts in the field. This would be a 21st century skill for almost 9000 beneficiaries in different categories mobilized for effective use of ICT in teaching/ Learning process.

5.9.2 Four Intel modules shared and reviewed by STEDA:

It was clear that whilst there were good materials for trainers, teachers and in-school students (grades 4-7) the materials for out of school youth and adults will have to be repackaged / selected for appropriateness for level of prior learning skills, needs and desired competencies for the target groups. Fortunately, INTEL team was very skilled in adaptations and module development.

5.9.3 Progress during reporting period (Year-II)-Teachers (800):

SCDP in collaboration with INTEL and E&LD provided the ICT training to 128 teachers and master trainers, which included 52 master trainers (Level 1) 54 teachers (Level 2) reaching 16% of the overall target. Of the 128 total teachers/master-trainers 49 are female

51
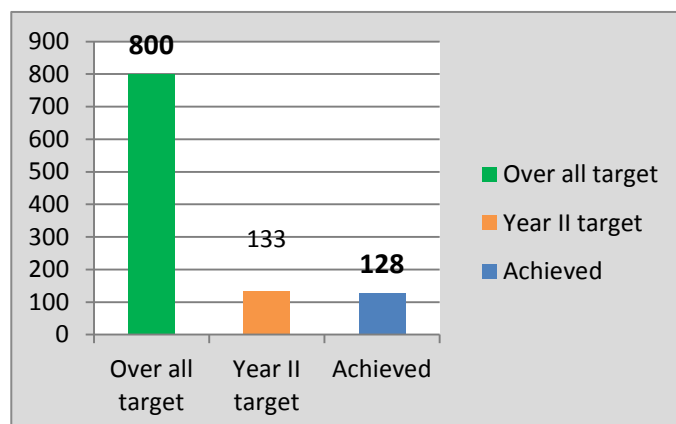
teachers. The Training sessions for master trainers were held at IBA Sukkur and Larkana and for participant teachers was held at the Sindh Rural Support Office (SRSO) ICT training center, Virtual University in Sukkur and in host schools. SCDP target to train teachers for twelve schools was 120 against which target of 128 has been achieved.

Month	Teachers Trained		Total
	Male	Female	
May	27	24	51
June	0	0	
July	0	0	
August	52	25	77
September	-	-	
Total as on September	79	49	128

5.9.4 In-School Students (4000):

SCDP mobilized the trained teachers/master trainers to provide training to 630 in-school (Level 3) students, enrolled in grades 6-10 of the schools in two of the targeted Pilot districts of Sukkur and Khairpur, of which 39% or 245 were females. SCDP target for year- I to train in school children was 600 and against which SCDP achieved target of 630.

It was reassuring to observe that in some of the target schools, laptops were donated under a previous USAID project, which were now coming in very handy during the training as all could be connected to the internet!

ICT trainaing-In school children

- Over all target
- Year-II target
- Achieved

4000 | 600 | 630

| Over all target | Year-II target | Achieved |
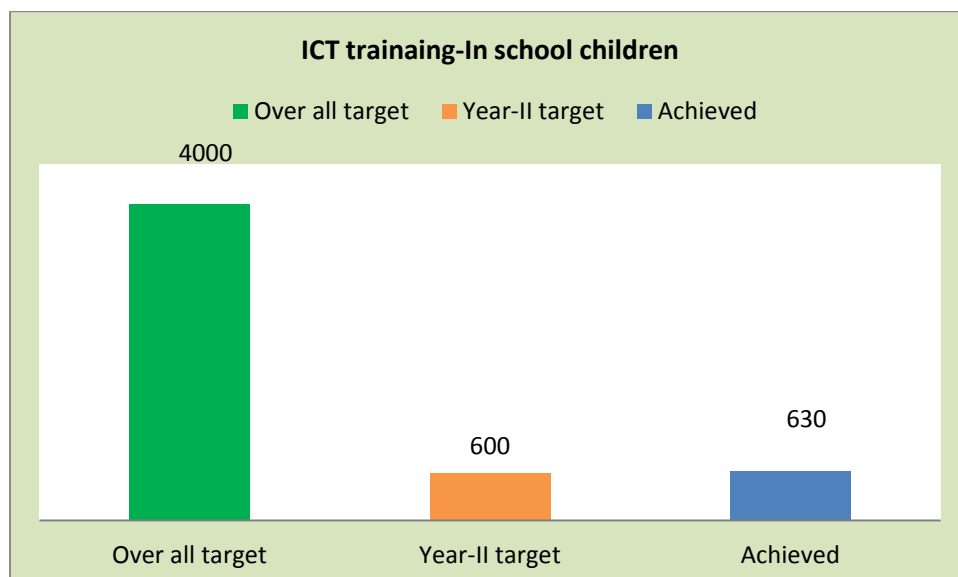
A view of ICT training for Master Trainers at the IBA Sukkur

Students busy in ICT class practice GGHS New Pind Sukkur

These trainings were held in Districts Sukkur and Khairpur in targeted SBEP schools, as identified by CMP and E&LD. The trainings for in-school children were school- based, held in 10 SBEP schools in two pilot districts; in which 39% girls (245) and 61% boys (385) participated.

Schedule of ICT training: In-school Students

S. No.	Date	Number of students attended Sessions	Gender Disaggregation
1	May-21-30 2016	130	35 boys, 95 girls
2	August 04 -t 15 2016	120	30 boys, 90 girls
3	August 04-15 2016	125	107 boys, 18 girls
4	September 20-30,2016	255	213 boys, 42 girls
	Total	630	385 boys, 245 girls

Target Achivement Gender wise

- Trained-total
- Boys
- Girls

630 Trained-total
385 Boys
245 Girls
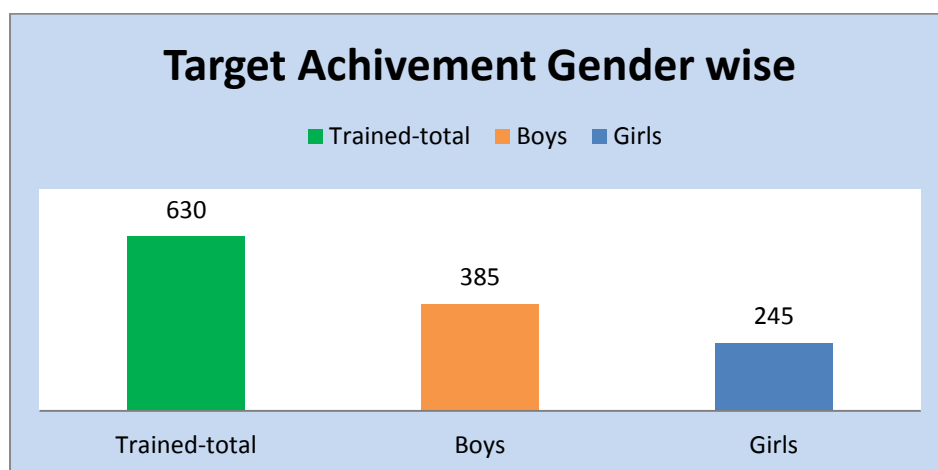
> **Comment by: Ms. Tooba- Grade 10th Student-GGHS Sukkur:**
> "Unlike other subjects, learning Computer skills need not be limited to a specific grade and time. I was lucky to have been selected for this training. During ICTs module session immediately after the summer vacation was announced in May 2016, I observed and experienced the importance ICTs as a basic skill in the academic arena. MS word and excel programs were practiced during the session. I learnt how to make an email account as a tool of communication. This training will definitely produce desirable results in our future academic activities.

5.9.5 Out of School Adolescents/Youth and Adults (4000), including 1000 Let Girls Learn Group:

To meet the challenges of 21st Century ICT is not only limited to in school children but it is focused for the out of school adolescents, youth and adults. .

SCDP mandate to reach the 4,000 out of school children got momentum after the successful training of 128 teachers and in school children. The SCDP teams remained in contact with the school management committees (SMCs) of schools where the teachers were already trained. SMCs helped the teams to identify of such out of school children who left schools due to some reasons and could not continue the education. These students were contacted again by SMCs and brought to schools back to attend the ICT trainings.

SCDP target for year-I under this was 600 out of school children to be reached for ICT and achieved target of 630 students including 59% girls or 352. The gender mix of the trainings has been very positive as per the spirit of SBEP- it has outstripped the 50% mark.

The Let Girls Learn (LGL) target set for 200 out of 1000 girls (aged 10-19) for the current period has also been met and exceeded reaching 261 girls! It has been altogether an empowering experience for girls of this age group to learn ICTs, who seek more opportunities for practicing the same in their daily lives as they do not have access to technology freely.
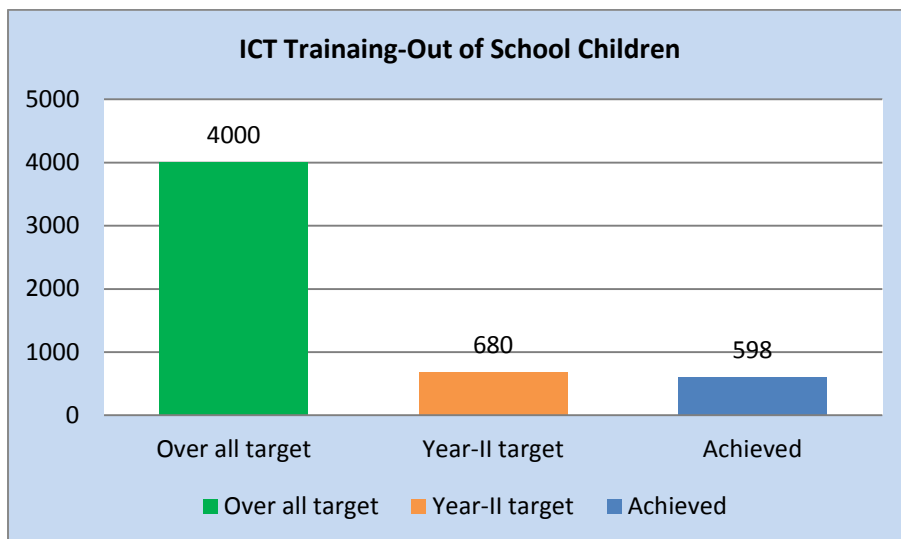
Schedule of Training-Out of school children S. No.	Date	Number of students attended Sessions	Gender Disaggregation
1	July 14-23, 2016	119	55 boys, 64 girls
2	August 04-15, 2016	112	112 girls
3	August 26-Septemebr 06, 2016	127	85 boys, 42 girls
4	September 20-30, 2016	240	106 boys, 134 girls
	Total	598	212 boys & 386 girls

5.10 Deliverables:

- Assist ELD in development of ALP policy, focusing on private sector engagement developed as per rules of business of the GoS.

5.10.1   Support to Directorate Literacy and NFBE E&LD

SCDP has extended active support to Directorate of Literacy & NFBE since the project's inception, facilitated by the Team Leader, Component-4 and Consultant ALP Policy. The process towards finalization of the policy has been consultative and field based with multiple stake holders. Tools for mapping and reviews of NFE policies from others countries were completed. The Directorate Literacy and NFE has been in the lead along with the sub-committee on policy under the NFE task force notified by the E&LD. A dozen substantive meetings have been held thus far resulting in the conclusion of Pre-Policy Situation Analysis document and the third draft of the ALP / NFE policy. The pre policy document and the upcoming policy has been prepared with intensive dialogues with diverse groups at the field, district, divisional and provincial levels. Districts outreach has included Dadu, Larkana, Kambar Shadadkot, Hyderabad, Sukkur, Khairpur and 3 towns of Karachi. ,

The Pre-Policy Situation Analysis document for AIP/NFE Policy was received well by all critical stake holders as a comprehensive document conceived within the mainstream and lifelong learning perspective, addressing - 25 A or Right to Education, SESP 2014-18 and SDG 4.

In the coming quarter (Oct – Dec 2016) the parliamentary round table and the final policy conference will conclude the draft policy to be approved by the Sindh provincial cabinet backed by the provincial minister and secretary E&LD.

The NFE/ALP Policy is a key deliverable under SBEP mapped to SESP 2014-18 objectives under the chapter. SCDP ensured a consortium based approach with support from E&LD for all development partners (UNCEF, JICA and USAID) to jointly finalized the policy and strengthen Dir. of Lit / NFE. Under SBEP both SCDP and SRP are actively engaged in policy development, curriculum and standards for NFE/literacy programs respectively.

 SCDP has sought linkages for policy and its implementation with multiple departments linked to beneficiaries and program options proposed under the draft policy.

Some of these includes SEF, Benazir Income Support Program (BISP), Sindh Technical Education Vocational Authority (STEVTA), NCHD and Basic Education Community Schools (BECs), the latter two being federally supported program but with networks across Sindh. .

5.3.2 Sindh Education Foundation (SEF) - a key stakeholder:

Four Meetings were held with MD- Sindh Education Foundation (SEF) and core team members for understanding its scope and delivery in NFE and literacy programs. SEF is a semi-autonomous body with E&LD as a parent department working purely under the PPP Node. Field visits were undertaken to SEF's NFE/Literacy programs. Learning materials developed by SEF were shared with the directorate. SEF PPP modalities for such programs were comprehended for exploring methods of scale up that is critical for reaching 51% out of school children in Sindh.

Consultative workshop on ALP Policy at Beach Luxury Hotel

It is also to report that a comprehensive approach was adopted towards policy engaging strategically with Head of Curriculum Wing managing the finalization of the rules of the Sindh *Right to Free and Compulsory Education Act of 2013.* This was done proactively by SCDP leadership influencing E&LD to ensure that the upcoming rules for the act would have sufficient space for NFE/ Literacy initiatives as per the finalized upcoming policy.

The rules have been finalized by the law department, and await formal notification. Sindh would be the first province in Pakistan to have finalized the rules ready to implement the 2013 Act. The segment pertinent to the NFE and alternate literacy component is well protected in Part II of the rules.

A portion of the finalized 'rules' is reproduced below to illustrate:

"Free education for the purposes of section 3 of the Act:

3. (1) The term "free education" shall be read in consonance with the provisions of section 10 of the Act.

(2) The non-formal education programmes shall not function in lieu of formal education, providing a means to evade the responsibility to educate all children.

(3) Such non-formal programs shall be designed to function as alternate literacy bridging programs to facilitate formal education.

(4) The Local Authority concerned shall raise awareness about child's right to Free and Compulsory Education.

(5) The Government / Local Authority concerned shall form partnerships with private sector to provide counseling for children / parents to admit or cause to be admitted in schools for completion of elementary education.

4. Application of Supplementary Rules

(1) The sub-Rules (2) and (3) of Rule 3 pertaining to non-formal education, shall act in

conjunction with the rules developed by the Education and Literacy Department, the Government of Sindh, and its affiliates, as part of the Sindh Education Sector Plan for 2014-18.

(2)   The rules identified in sub-rule 1hereinabove shall be read as Supplementary Rules along with these Rules and shall be amended, if need be, as per these Rules".

Source: E&LD (to be notified in October 2016)

5.4   Deliverables:

The SCDP is tasked to provide training to 133 administrators and officials with USG support. As reported earlier in the report training of administrators straddles across Components 1, 2, 3 and 4. To date as reported above under relevant components training has been extended to various administrators of the E&LD. Under component 4 there is significant activity and deliverables as well under the sub-components of 4 a. PPP Node and the rest as per the contract earmarked for sub-component 4 d.

Component 4-d

Under Component 4 encompassing: "Strengthen capacities, systems and policies of the E&LD to improve the education services in conjunction with the education reforms in Sindh", three tiers of officials of the Government of Sindh are targeted for capacity building through study visits to USA, Region and In-Country.

- **Tier-1: Min. of six high-level provincial officials trained at a US based university**
- Tier-2: Min. of ten managers/ technical staff of ELD participate in a regional study tour
- Tier-3: Min. of 25 district level education managers from the target districts/towns trained and/or sent to inter-provincial exposure

    Tier I Senior Officials of Government of Sindh are to be selected from P&D Department, Finance Department and Education & Literacy Department engaged in planning and policy. These are earmarked for study visit to USA as per the SCDP contract:

    "Education Minister, Secretary Education, Secretary Finance, Secretary P&D, Project Director PMIU and others identified by USAID " (p.33 SCDP Contract)
    The work on Tier 1 training in USA was launched soon after the launch of the project with a formal request during the 11th Steering Committee meeting in September 2015 to trigger relevant actions pertaining to the activity. According to the deliverables and duration the personnel were to be trained during the first two years of the three year project.

    Secretary Education and Literacy Department (E&LD) Dr. Fazalullah Pechuho who is also the Chairman of the SBEP Program Steering Committee (PSC) is the focal person for the strategic implementation of this sub-component under SCDP. This includes advice/selection of US universities and institutions for the training, nominations as per the contract guidelines, review of processes and compliance to USAID systems on visas and US based training.

    The key tasks performed during the first two quarters of SCDP to date have been:

    A) Identification of potential ivy league universities well known for executive training programs and other options in USA

    B) Sharing the options with Secretary E&LD and USAID Senior Adviser to SBEP for review and discussion.

C) Selection of Harvard University and Harvard Kennedy School (HKS) for Tier I training

D) Selection of Tier I Officers for the courses in Government of Sindh.

From the original number of 6 Tier 1 officials as per the contract the number of Tier I officials proceeding to HKS has increased to 10 within the same budget.

E) Options of relevant courses have been shared with the earmarked officials for selection at HKS and is updated from time to time to accommodate timings suited to the senior most officials.

F) SCDP communication with the Harvard Kennedy School registration/admissions team for necessary support to streamline the process ensuring compliance with USAID systems.

G) SCDP registration with TraiNet of R1 focal persons to comply with all formalities of reporting, special category J-1 visas and waivers where needed, travel entries of Tier I officials reaching USA and returning to Pakistan.

H) Training of SCDP R-1 in Islamabad on TraiNet systems (February 2016)

I) Training Needs Assessment (TNA) forms were designed for an essential milestone under this sub-component.

J) Development of Pre-Departure manual by SCDP team customized to each official.

To date 4 Tier I officials successfully completed their training at the Harvard Kennedy School (HKS) Harvard University. This has cumulatively taken the numbers across components of trained administrators and officials to 36 marking an achievement of 27% of the overall cumulative target under all the components.

**Of the 4 Tier I Officials trained thus far under this component 50% have been women officers!**

Dr Fouzia Khan - Head of Curriculum Wing for HKS Course titled "Global Change Agents; Leading with Commitment Creativity & Courage" (May 15-20, 2016)

Dr Fazlullah Pechuho – Secretary Education & Literacy Department for HKS Course titled "Senior Managers in Government" (July 24 – August 12, 2016)
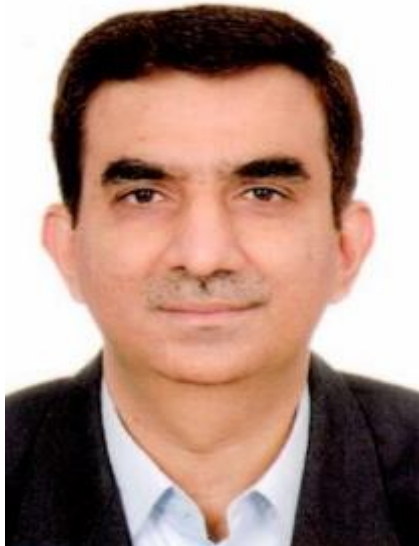
Mr Rehan Iqbal Baloch –
Additional Secretary PD&F
Education & Literacy Department
for HKS Course titled "Senior
Managers in Government"
(July 24 – August 12, 2016)

Dr. Alia Shahid – Special Secretary
Schools Education & Literacy
Department for HKS Course titled
"Senior Managers in Government"
(July 24 – August 12, 2016)

Two officials who were registered but could not proceed to the HKS training. After completing multiple pre-departure requirements, visas were arranged for 6 Tier-1 Senior officials, scheduled to proceed to USA in mid- May, 2016 (Sr. Minister Education and Literacy) and former PD PMIU for a three week course at HKS during July-August 2016. The Minister's portfolio was changed with the change of the Chief Minister in July 2016.

Dr. Fouzia Khan the Head of Curriculum Wing of E&LD was the first of the Tier I officials who proceeded for the training on May 13, 2016 after her pre-departure orientation through a customized manual prepared by SCDP. The session was organized at the Assembly chambers of the Senior Minister Mr. Nisar A Khuhro (May 12th, 2016). She attended the week long course on '**Global Change Agents -Leading with Commitment, Creativity & Courage'** returning successfully on May 22nd 2016 after completing her course at Harvard Kennedy School. On June 21st, 2016 she conducted a debriefing session about her experience, course highlights and commitments to implement what she gained at HKS. (Attached PPT on HKS by Dr. Fouzia Khan, Head Curriculum Wing E&LD). Three Key Take Aways for Action shared by Dr. Fouzia Khan, Head Curriculum Wing E&LD from the HKS course attended in May 2016.

"Global Change Agents; Leading with Commitment, Creativity and Courage"

1. Coordination linkages- Since my wing was created to initiate a series of reforms, this is a skill that will be pivotal in effective implementation of all subsequent endeavors.
2. Lack of evidence based decision making- Allied institutions do not keep data as a major source of informing decisions, therefore there remains no systemic way to validate such decision making. This is a significant gap because all budgetary provisions and annual plans are based on these decisions.
This course helped me to understand how a culture of evidence based decision making can be introduced in organizations without any such precedence.
3. Capacity issues of allied institutions- Gaps in allied institutions' capacity is a major issue in introducing reforms as they are not equipped with the necessary human and

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physical capital to undertake improved functions.
This course helped to build an understanding on aligning capacity building plans with overall objectives, and getting buy in of institutions requiring capacity interventions.

From May - July 2016 all pre-departure formalities were completed of Tier-1 second batch officials of E&LD, proceeding for 3 weeks' **"Senior Managers in Government Training"** at HKS- USA including their customized manuals for Secretary Education & Literacy Department, Special Secretary Schools and Additional Secretary Planning, Development & Finance (PD&F) E&LD.

The Pre-Departure Manual comprises four parts: Program Objectives and Overview; Administrative and Policy Review; Cultural Aspects; and Training/Learning Methods.

It enables the participant to understand the relationship of her/his program to USAID and the host country and what their responsibilities are in return. Information is included on logistics and travel plans, a completed Participant Pre-Departure Checklist by the Sponsoring Unit/SCDP, costs and understanding of USAID policies on per diem payments, health and accident insurance coverage and limitation, emergency contact information as well as the requirement to return home immediately upon completion of the program. Furthermore, it has an informative section on culture, climate, clothing, foods, religions, and other customs. It concludes with the section explaining the interactive nature of the classroom in which Participants are expected to express their own thoughts and analyses of problems.

Pre Departure Orientation for Group II (Summer Three Week Program)

Pre Departure Orientation for the next group of three senior Tier I participants was held on July 18, 2016 on training and post training critical information. They were proceeding for the 3 weeks' **"Senior Managers in Government"** Training at HKS- USA.

The session was attended by other than the Tier I officials leaving for HKS course. These included Senior Policy Advisor and Manager SBEP USAID Dr Randy Hatfield, COR SCDP - USAID Mr. Lila Ram, Head of Curriculum Wing E&LD (alumni HKS) Dr. Fouzia Khan , COP SCDP Baela Raza Jamil, Team Leader Education, Policy and Reforms Mr. TM Qureshi and Monitoring Officer/Intern SCDP Bilal Sooma. The session concluded with the handing over of the manuals, travel and per diem by Dr. Randy Hatfield.

This group of Tier I officials also carried dossiers/leaflets on SBEP key components from SRP, CMP, PMIU and SCDP to share with course participants and faculty at HKS.

All 3 of the Tier I officials successfully attended the Three Week course at HKS (July-August 2016) and returned to a very full deck of education reforms and implementation in Sindh and under SBEP. Their debriefing is still due and has been postponed due to a very hectic agenda upon return from HKS.

Nominations and Registration for the Remaining Tier I Officials

Course Options:

1. Emerging Leaders (November 13, 2016 - November 18, 2016)

2. Creating Collaborative Solutions: Innovations in Governance (October 15, 2016 - October 21, 2016)

3. Leadership Decision Making: Optimizing Organizational Performance (October 23, 2016 - October 28, 2016, February 12, 2017 - February 17, 2017)

4. Driving Government Performance: Leadership Strategies that Produce Results (September 18, 2016 - September 23, 2016, March 19, 2017 - March 24, 2017)

Moving further, the pre-departure requirements for the fifth and sixth nomination i-e Additional Chief Secretary Planning & Development Mr. Muhammad Waseem and Secretary Finance Mr Sohail Rajput intending to take one week course **"Emerging Leaders"** (November 2016) and **"Leadership Decision Making: Optimizing Organizational Performance"** (February 2016) have been processed. There are further changes for Secretary Finance position which may have to be adjusted accordingly for Tier I officials.

For rest of the Tier I participants (5-6) will be provided with all the necessary facilitation as per formalities of visa, registration and orientation for a successful program at HKS and post training debriefing events on key take away and utility of learnings in strengthening systems in Govt. Of Sindh.
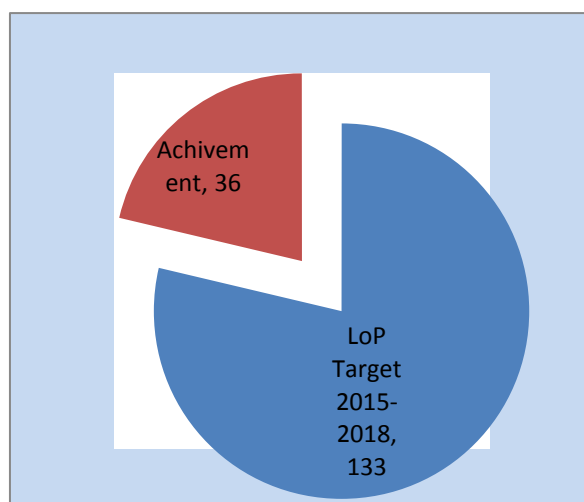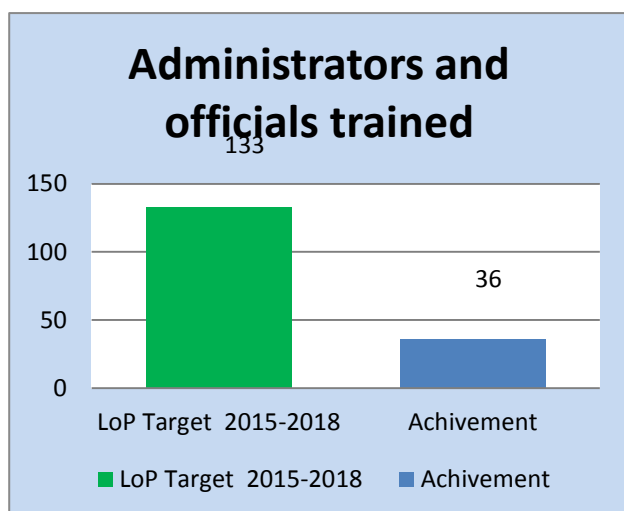
Under Component-4 additional officials (35) are to be trained during LoP in Tier II and III. In order to select the training participants,

Tier II and III E&LD officials at mid and field levels will be provided third party TNA to ensure merit based selection. The TNA consultant has been procured through a transparent process by SCDP. By November 2016 the TNA will be completed in Karachi and Sukkur for 50 -60 officials, of which 35 will be selected for the two tiers.

Tier II officials (10) will be participating in a study visit to an East Asian country matched to their needs and aligned to SBEP core areas of reform. The process of country selection and logistics will begin in November 2016

Tier III E&LD officials (25) will be visiting Punjab and Khyber Pakhtoonkhwa provinces for learning from and engaging with best practices on the ground as per the SCDP contract. Early conversations have begun with key leads in the provinces but formally the preparation will begin in November 2016.

Obstacles / Challenges Faced

7. Obstacles / Challenges Faced

1. For Component 1 SCDP' s teams engagement was placed on hold due to the ongoing PFMRAF of PMIU by PWC; this kept several set tasks and deliverables on standby awaiting clearance from USAID. However, this has been eased now as identified for the next year, and a revised work plan, timelines and activities have been shared with and cleared by USAID. However, the scope is iterative based on needs, scope and full strategic staffing including PD; the full team when in place may seek more comprehensive priority support areas for capacity building and systems. . .

2. PMIU is severely understaffed in M&E and Communications where SCDP team may continue to do hand holding but until the staffing is adequate the capacity will not be built for assistance and sustainability of SBEP which is the mandate of the SCDP. The vacant position of the Senior Manager M&E is needed to be filled as soon as possible.

3. The challenges also include chronic delays in approvals at E&LD for activities related to PPP Node, such as approvals for procurement for renting office and purchase of material, a review of ToRs for hiring, recruitment opening of VGF link/escrow accounts; activity reporting, lack of resources and the required budged, lack of clarity on the initiatives which are to be executed in PPP mode and procedural delays in the procurement process. The one manned PPP Node (Director PPP) with little facilities remained a challenge throughout the year. E&LD remains centralized on key decisions with respect to PPP Node inspite of being a major advocate of PPPs.

4. ICTs training: The assumption of computers labs in the construction schools in place as per SCDP contract where ICTs Training would take place did not hold true due to two factors, viz. a) delay in construction of target schools and b) delays in the installation of computer labs by Rotary as per agreement. SCDP has prepared the list of SBEP schools with computer labs and the number of units available and in working order with the support of CMP/RSU & E&LD. These are limited to just 21 schools out of a list of 420 schools where SBEP is providing extensive support. For the time being SCDP is working to complete training in 15 schools with 750 students in school and 750 out of school adolescents and youth and about 150-200 teachers in 6 districts. However, this is juggling work at its best without an optimum scenario to meet an ambitious target of 8800 beneficiaries.

5. The capacity of the Directorate of Literacy and NFBE in E&LD remains a major challenge due to lack of skills in implementing any project since 2011-12. The current team would have to be complemented by officers who are active in implementation for which a hybrid solution for human resources would have to be found recruiting some officers from the market for a productive 2016-17 where the ALP/NFE Policy finalized would have to be implemented as well Whilst the Secretary E&LD has pushed for this the score card on hybrid hiring is not a positive one to date (PPP Node).

6. Networking across multiple partners especially as it relates to budgetary provisions, directorates at E&LD, teachers, with senior district administration, and with communities and parents. Pertinent to mention here are foreseeable PPP Node functions like PPP projects' designing, contracts' administration, contracting, ensuring legal and contractual compliance, financial management, projects' visibility, and performance monitoring functions, which will require significant additional human, technical, financial, capital, and ICT resources.

Success Stories

8. Success Stories

8.1 Making of the First SBEP Communication Strategy & Work Plan – a six months journey

As part of SCDP's support for enhancing PMIU's capacity in communication, an integrated Communication Strategy for SBEP was prepared through a rigorous and consultative process in order to enhance program visibility, showcase program successes and achievements as well as to improve public perception of GoS/E&LD.

All the components of SBEP (SRP, CMP and SCDP) undertake various activities related to communication and advocacy with regard to the scope of respective work plans. Therefore, a need was felt to develop an integrated communication strategy and implementation plan for SBEP. For this purpose, a consultant, Dr. Shakeel Ghori, was hired by SCDP. The SBEP Communication Working Group (CWG), represented by E&LD, RSU, USAID, PMIU, CMP, SRP and SCDP, played a key role in the development of Communication Strategy,

What began with an initial meeting of CWG, held on January 26, 2016, was followed by various steps including review of relevant project documents and brainstorming sessions with the focal persons of all program partners and field visits.

To ensure that the communication strategy is evidence-based, data was collected through reviewing available published and unpublished materials and reports, newsletters and websites. Interviews and discussions were also conducted with key communication staff at USAID, PMIU, E&LD, CMP, SRP and SCDP in Karachi, Sukkur and Khairpur. In addition, field staff from project partners and representatives from local partners of CMP (i.e. HANDS and IRC) were contacted and interviewed. Discussions with teachers, head teachers, parents, students, representatives from SMCs, the Director Education (Sukkur Division) and a local politician (from Khairpur) were also carried out in Sukkur and Khairpur districts.

Initial draft of SBEP Communication Strategy prepared by the consultant was shared and discussed with USAID in a meeting held on April 11, 2016. Based on USAID's comments/suggestions, a revised draft of the strategy was prepared and shared with the CWG. Subsequently, in order to finalize the Communication Strategy and to develop an integrated work plan, a one-day workshop with CWG was held on May 13, 2016. During the workshop, a comprehensive review was made by the members of CWG of the whole document; a draft Work Plan was also developed to be incorporated in the strategy.

Finally after incorporating the suggestions/comments of CWG, final draft of the SBEP Communication Strategy was prepared and presented in the CWG meeting that was held on July 15, 2016 at PMIU, chaired by Mr. Rafique Ahmed Buriro, the then Deputy Program Director, PMIU-SBEP. The SBEP Communication Strategy and work plan was endorsed by PMIU and a core group, consisting of focal persons from all implementing partners and USAID, was formed. The implementation of Communication Strategy will be ensured and led by PMIU.

8.2   Research & Development Unit at E&LD - evolving and nurturing research capacity

SCDP is tasked to provide capacity building support to the Research and Development (R&D) Unit of E&LD. There was no research unit at E&LD or it was dysfunctional. Efforts were made by SCDP to initiate the process. Several meetings were held with E&LD regarding establishment/reactivation of the research unit. Consequently, a notification by the Secretary E&LD was issued on February 12, 2016 for reactivation of Research and Development (R&D) Unit under the Directorate General, Planning, Development and Research, E&LD.

Two officers of E&LD were designated for the R&D unit. However, they did not have any background of research. The unit does not have any budget and work plan but E&LD has provided a functional and furnished office currently shared by PPP Node. Considering the existing situation, a note for proposed action points for SCDP engagement with R&D unit was prepared and submitted to the Director PDR. Subsequently, follow up meetings were also held with him to discuss further actions. Knowing that the directorate PDR is facing shortage of relevant staff with respect to research and development expertise, it was decided that an orientation event be held with a larger audience within E&LD to expand the capacity and perhaps also explore relevant candidates who may opt to work in the R&D unit. In this regard, a letter from the Director PDR was issued on July 25, 2016 to concerned directorates/units for nomination of focal persons to participate in the orientation event.

The objectives of the training /orientation event include: a) to familiarize PDR staff and other units/directorates of E&LD about activation of R&D unit, its objectives and the support of SCDP; b) enhance coordination between R&D unit and other directorates for future activities related to research and dissemination; and c) identify candidates (who have interest and the potential of conducting policy research) for capacity building activities to be carried out under SCDP support. The number of expected participant is 15 while 13 nominations have so far been received from various directorates as a result of consistent follow up by SCDP team. The orientation/training event will be held in the Committee Room E&LD. It is planned to be a 4-5 hours duration which will also include a preliminary exercise of assessing the research capacity of participants to further strengthen the R&D Unit at E&LD.

8.3   Institutionalization of PPP Node in Education and Literacy Department (E&LD) GoS

Chief Minister Sindh approved the budget for PPP Node of E&LD for FY 2105-16. This is in continuation of existing efforts of SCDP in drafting a Summary for CM Sindh for PPP Node's budget and creation of positions for a PPP Node team. The approval of this budget, on February 21, 2016, is a major step in institutionalization of PPPs for education in Sindh. The budget, upon release, will allow for creation of a PPP Node office and expansion of the existing PPP Node with a functioning team of 11 personnel – 3 or 4 from the Government and 8 or 9 from the market. A total budget of PKR 31,692,000 has been approved after remarks from Finance Department, in which PKR 20,760,000 has been approved under salary component, and the remaining PKR 10,932,000 under non-salary component.

A room has been made functional in E&LD where the Director PPP Node (E&LD) and Advisor for PPP (SCDP) will be engaged in strengthening of the Node. The office has been made operational as of February 22, 2016 as is located in PD&R. This room is being shared by the Research & Development Unit, also created to strengthen the capacity of the E&LD.

A capacity gap analysis report has been drafted which provides an analysis of the current situation of the PPP Node and the gaps and resources and understanding that are necessary to fill for proper functioning of the Node. The gap analysis provides recommendations in areas of institutional systems, human resource, monitoring & evaluation, visibility & outreach, and budget & financing.

Subsequent to the approval of CM summary for PPP Node budget for FY15-16 the Finance

Department released a document of financial advice allowing for the creation of a cost-center for PPP Node and release of the approved PKR 31,692,000 for FY15-16.

PPP Node budget for FY16-17 was prepared with support from SCDP. Once submitted and approved this would ensure adequate funds for establishment of the PPP Node office and hiring of personnel to carryout of activities and functions of the Node.

ToRs of approved positions of PPP Node were drafted, and a draft advertisement was prepared and submitted for review to AS (PD&F) at E&LD.

For setting-up a PPP Node office five bidding documents for office resources were prepared and submitted to SPPRA on April 29, 2016 for advertising.

8.4   Operationalization of PPP Node Budget, E&LD – From proposal to payments

SCDP has been actively engaged with the capacity building of the PPP Node since SCDP's inception in August 2015. PPP Node was established in E&LD in December 2013, and had been operating without a regular annual budget for over two years. To enable the Node to effectively carryout its mandate, SCDP provided support in proposing the first budget for PPP Node and then operationalizing it. This case study explores the stages of approvals and operationalization of budget for PPP Node in context of Government of Sindh procedures.

As an initial step, the proposed budget had to be approved by the Chief Minister of Sindh along with recommendations from Finance Department. The budget was approved in the last week of February 2016, leaving the node with four months of the fiscal year to operationalize the budget. However, an approved budget has to go through numerous stages before funds can be utilized for departmental activities or expenditures. Firstly Government processes required creation of a cost center for PPP node. This was initiated and created by the Finance Department, after which a document of "financial advice" is sent to E&LD. E&LD prepares an audit copy in response to the advice which is then sent to Finance Department for authentication. Once the audit copy is authenticated amounts approved by the CM in the budget are allotted in the cost centers by Finance Department for use by E&LD.

However, to draw money from that cost center, the administrative department (E&LD) has to assign a drawing and disbursement officer (DDO) for Node. The DDO is authorized to submit bills and issue cheques against purchases and expenditures. Once the DDO is decided, E&LD sends a letter for approval of DDO to Finance department and the Finance Department approves the DDO and informs the Accountant General Sindh of this assignment. In order for cheques to be issues and payments to be made for operations at the Node the Accountant General Sindh has to, firstly, activate the cost center for PPP Node, and secondly, assign a "TM Section" to the Node to deal with all disbursement matters in the future. Once the TM section is assigned to the Node bills submitted by the DDO can be processed and cheques can be issued for purchases and expenditures. SCDP provided support to PPP Node in operationalizing 2015-16 budget which lead to it becoming a part of the regular Government budget under "Education Administration" in Budget Volume III of Government of Sindh. This process is outlined in the chart below:

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┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│ Budget proposed  │      │ Finance Department│      │   CM Approves    │
│ submitted to CM in│ ──▶ │      adds         │ ──▶ │     Summary      │
│ form of Summary  │      │ recommendations   │      │                  │
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│ FD authenticates │      │ E&LD prepares Audit│     │ FD issues Financial│
│   Audit Copy     │ ◀── │ Copy and sends to FD│ ◀── │  Advice to E&LD   │
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│                  │      │                  │      │   AG Sindh       │
│  E&LD assigns    │ ──▶ │  FD Approves DDO │ ──▶ │ acknowledges DDO,│
│      DDO         │      │                  │      │ activates cost   │
│                  │      │                  │      │ center, and      │
│                  │      │                  │      │ assigns TM Section│
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                          │  DDO makes       │      │ DDO submits bills│
                          │  payments to     │ ◀── │ to AG Sindh and  │
                          │  vendors         │      │ collects cheques │
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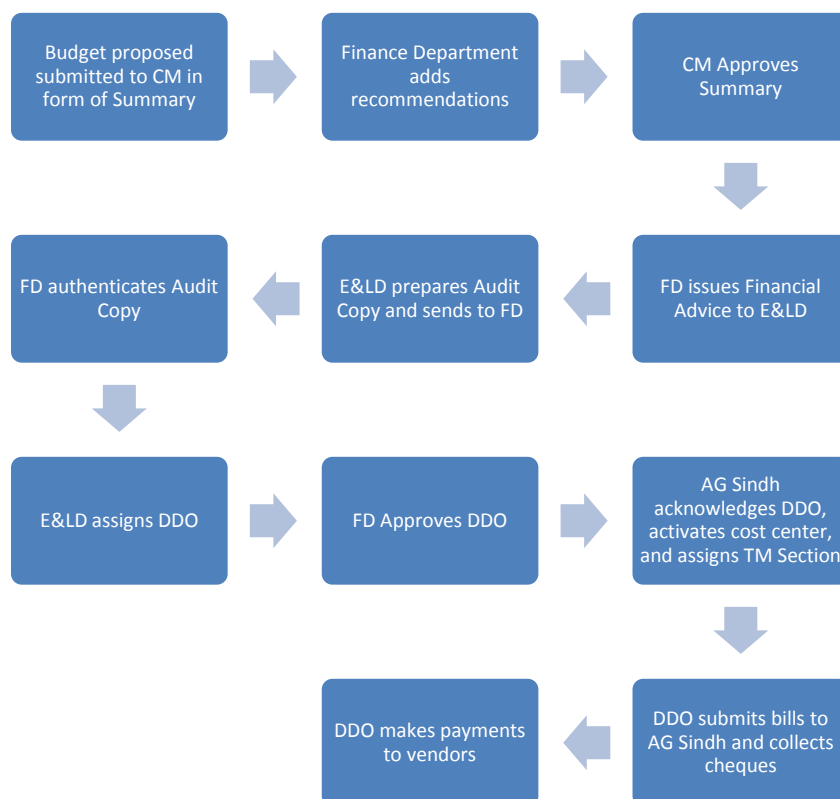
While this process for operationalization of an approved budget offers checks and balances, it is also long and time consuming. With PPP Node now being operationalized in the E&LD, and other departments as well, this is a key juncture for simpler robust disbursement mechanisms to be introduced. This is particularly necessary when partnerships are to be made between the Government and the private sector, which is often eager for quicker releases of funds and quicker delivery of outputs. Such a disbursement mechanism is being put in place for PPP Node in which releases are made not through the system of DDOs but though escrow accounts and standing instructions from independent audits assigned to a PPP project.

8.5   Courage to Accept the Challenge

An extraordinary show of strength and perseverance was shown by four female participants as they were not fluent with basic digital skills. Initially they decided to leave the session on day 1, but, due to strong will power and commitment they became able to overcome the challenges and stood at par with others at the end of day 5, with the resolve to continue practicing the newly learned skills and bringing them up to the standard to become a master trainer within a week's time.

8.6   Best Opportunity in my life – Dua Batool, a student

Studying in grade 6 at the Govt. Boys High School (GBHS) Setharja Khairpur- a co-ed school far away in a rural area, it was my first day of training of ICTs' 30 hours module session. I was completely unaware about the terms of Hardware and my hands felt stiff and crippled while trying to hold on to the mouse. But on the second day, I grew comfortable and with continuous practice in a few days I made progress on MS Word and how to prepare time table formats. This type of training with excellent modules is helping us transform our ICT information and skills to help for academic activities; our teachers are helping us to achieve the magic of ICTs in a short period of time.
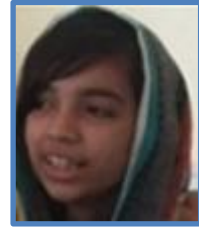
Case Studies

9. Case Studies

9.1 Change Demands Spirit

Ms. Zahida serves as SMC chairperson at GGHS Sukkur. She is 64 years old and resident of Pir Illahi Bux Road, Sukkur. To most of the people, it is permeable to take rest after the complementation of service tenure and enjoy at their level best. Ms. Zahida is one of those few people who continued their services purely on volunteer grounds for the betterment and improvement of School, community and society at large. For 10 years, she has been teaching at community level without any remuneration. She is considered as iconic personality of his area. Her act of dedication inspired many young professional women and teachers. As such, GGHS old Sukkur has remained potential school in terms of student's enrolment and teacher's attendance as well.

Similarly, she left no stone unturned and made every possible effort to mobilize and sensitize community members for INTEL ICTs Training and thus resulted extra ordinary, active participation regarding OOSC, Adolescents and Adults the Proposed school. She herself fully participate in INTEL ICTs Training at selected venue.

She further added, "By learning all ICTs modules step by step, spread sheet, MS word and such other skills, School improvement plan or Social mobilization plans shall be prepared on computer basis. Besides, all SMC and sub-committee's remaining members should also be trained on basic computer skills on voluntary basis.

9.2 Empowering Women through ICTs Training under SCDP

Long awaited desire of millions of people of Sindh Province to reform Non formal education system through ICTs training fulfilled. It came into practice when USAID –SCDP under C 4- started INTEL ICTs Training program to promote computer education, enhance capacity of community and use of ICTs in their routine life.

Ms. Sadaf daughter (left) and her mother Ms. Amna (Right side)

However, is commonly found in class room society two sisiters or brothers sit together same desk while having in similar grade accordingly. But it was surprising and bolt from blue when mother and daughter initiate on same desk for the purpose of INTEL ICTs Training Session held at GGHS New Pind, Sukkur in July 2016.

Ms. Amna, a mother aged 45 years old, proved that where others push themselves back mothers always put themselves forward to their children. She took her daughter Sadaf 15 years old OOSC/ at ICTs training. Both of Participants are resident of sub rural area of New Pind at Sukkur. Ms. Amna came to know about training through her community colleague.

Ms. Amna and her daughter are associates with the handicraft occupation at their home. Both were curiously excited to learn ICTs basic skills. They continuously persisted their presence and step by step learnt basic module during the session till last day of training. After all, it was breath-taking moment when they learnt and opened Browsing and Searching Handicraft linked websites.

Ms. Amna said: ICTs like radio and TV offered many possibilities for non-formal and distance education. They can deliver E-education contents at their own level. Apart from direct employment, ICTs can benefit women in a number of ways. It will prove viable tool of information and communication which goes a long way in empowerment of women. Effective and efficient use of internet can help women in assimilate information about variety range and quality of Handicraft products and publicity as well.

9.3 Impressions of Master Trainers: Ms. Shumaila Nadeem & her Spouse Mr. Nadeem Ansari

This is a matter of great pleasure that SCDP & Intel took initiative for imparting 21st Century skills to teachers & students in Pakistan. Through this Program, we attended 35 hours Master Training at IBA Sukkur. During these training sessions we felt that our old traditional teaching techniques are not useful in the future. Through Intel Teaching methods & ICT tools we learnt how new ways can be used performing our role as a teacher and mentor in better manner. From the very beginning, we felt the difference between our traditional system of teaching & modern teaching methodologies. Initially it was difficult to cope up with the new tools but after 2 days we became adaptive to these new tools and started enjoying and learning more. In this training, we learnt about:

1. How we can use ICT tools;
2. How to make a class room more informative
3. How we can adopt project based learning etc.

We are very thankful to Madam Baela Raza, Madam Khadija Bashir, Sir T. M. Qureshi and rest of their team members, who provided us opportunity to join an informative & productive training sessions.

We appreciate the efforts made by the Education & Literacy Deptt for the betterment of education system in Sindh.

Sincerely,

Mrs. Shumaila Nadeem Ansari & Khuwaja Nadeem Azam Ansari

News Coverage

The News - July 29, 2016

https://www.thenews.com.pk/print/138375-Sindh-to-upgrade-education-system
Sindh to upgrade education system
  July 29, 2016
  Print: Business

> KARACHI: The Education and Literacy Department, government of Sindh, is endeavoring to upgrade its education system across the province, through partnerships, a statement said on Thursday.
>
> This is being done in collaboration with INTEL Education Pakistan and the United States Agency for International Development (USAID), it said.
>
> Around 8,800 trainees will be provided ICT skills, including 800 teachers, 4,000 in schoolchildren (Grades 6-9) and another 4,000 out of school children / adolescents (OOSC) and adults from the local communities in seven northern districts and five towns of Karachi.
>
> The initiative is being rolled out by the Sindh Capacity Development Project (SCDP), a three-year project under the Sindh Basic Education Program (SBEP) funded by USAID.

SINDH CAPACITY DEVELOPMENT PROJECT

Annual Progress Report
October 2016 – September 2017

Quarterly Progress Report
July 2017 – September 2017

Submission: October 31, 2017

Content

Acronyms

ADS	Automated Directives System		PITE	Provincial Institute of Teacher Education
ALP	Alternative Learning Pathways		PMIU	Program Management and Implementation Unit
AMEP	Activity Monitoring and Evaluation Plan		PMU	Performance Management Unit
AOR	Agreement Officer's Representative		R&D	Research and Development
ASER Report	Annual Status of Education		SEMIS	Sindh Education Management Information System
BOC	Bureau of Curriculum (now called DCAR)		SBEP	Sindh Basic Education Program
COR	Contracting Officer's Representative		SCDP	Sindh Capacity Development Project
DCAR	Directorate of Curriculum & Research		CMP	Community Mobilization Program
DO	Development Hypothesis		SED	School Education Department
DMO	District Monitoring Officer		SMC	School Management Committee
EGRA	Early Grade Reading Assessment		SRP	Sindh Reading Program
EGMA	Early Grade Math Assessment		STEDA	Sindh Teachers Education Development Authority
EMIS	Education Management Information System		TA	Technical Assistance
G2G	Government to Government		TLA	Teaching and Learning Assistant
GIS	Geographic Information System		USAID	United States Agency for International Development
GoS	Government of Sindh		USG	United States Government
HANDS	Health and Nutrition Development Society		VTT	VTT Global Strategy and Management Consultancy
ICT	Information and Communication Technology			
IP	Implementing Partner			
IR	Intermediate Result			
IRD	International Relief & Development			
LOP	Life of Project			
M&E	Monitoring and Evaluation			
MEP	Monitoring and Evaluation Plan			
MEP	Monitoring and Evaluation Program			
MSI	Management Systems International, Inc.			
MSF	Mission Strategic Framework			
PC-1	Planning Commission Form 1			
PITB	Punjab Information Technology Board			

Executive Summary

This is the 2nd Annual Progress Report of the Sindh Capacity Development Project (SCDP) for the year October 2016 to September, 2017. This report also reflects the achievements and major activities for the July to September, 2017 quarter. It is based on the progress, achievements and major activities of each component under the project during the given quarter and year. The report includes general updates including major personnel changes, progress against the SBEP M&E indicators, progress against project deliverables and summary of the activities for each of the four components, as well as description of the challenges faced during the reporting period. The report ends with a few success stores and subsequently, a photo gallery comprising of pictures taken from the field.

Overall, the progress of the project has improved considerably over the year in terms of the pace and quality of work . Of the forty-three deliverables, two deliverables had already been completed before the reporting period. Seven deliverables were achieved during the year. Of the remaining, twenty-four deliverables are in process and are expected to be finished before the project ends. Nine deliverables are ongoing support tasks that will occur throughout the life of the project. There is only one deliverable that is on hold for reasons outside of SCDP's purview.

The most significant achievement for Component 1 was the approval of the capacity building plan. Another major accomplishment was the drafting and approval of the four manuals. Training on the manuals was another major accomplishment as was the completion of a staff rationalization analysis. Component 1 achieved three deliverables during the year. Other significant gains include the notification of PMIU internal audit committee, provision of support to PMIU for the revision of PC-1 and start of the fieldwork process for the annual financial evaluation. Moreover, the component is planning to achieve the SAP training deliverable, and the Financial Controls and Internal Audit deliverable in the upcoming quarters.

The greatest accomplishment for Component 2 during the year was the completion of M&E dissemination strategy which marked another achieved deliverable for component 2. Other significant achievements include restructuring of quarterly progress and monitoring reports and timely submission of reports. The development of summary database was a major accomplishment for the year. Moreover, the component was also engaged in the development of M&E strategic plan and implementation of SMC trainings on e-monitoring.

Component 3 significantly progressed during the year especially in the research studies deliverable. Two research organizations were selected for conducting these two research studies. Another significant achievement during the year was the development of a draft research dissemination strategy. Additionally, the component continued to provide assistance to PMIU for the implementation of the communication strategy. An alternate plan to build the research capacity of SELD was also proposed.

A major achievement in Component 4 during the year was that thirty government officials were sent to KPK and Punjab for training. Another significant accomplishment for the component included the drafting and submission of the ALP Policy, and the drafting and approval of the PPP Guide and Toolkit. Furthermore, a research proposal on ALP best practices was developed and a field visit for the PPP Best Practices was conducted during the reported year. Significant gains were also made in training teachers, students and out of school participants in ICTs. 352 teachers, 1778 in school students and 1712 out of school learners had been trained during the reporting period. Moreover, 5 officials have been sent to Harvard Kennedy School, Harvard University (USA) and preparations to send 10 officials to Malaysia are underway .

One challenge that continues to hinder the work carried out in all the components of SCDP is the slow pace of approvals from the GoS and PMIU. Moreover, the difference in the opinions of the partners with regards to the summary and detailed versions of the M&E databases has also turned out to be a significant challenge with respect to the M&E database deliverable. Component 3 faced challenges regarding the development of the research capacity of SELD as relevant staff was not available at the R&D unit. Moreover, in component 4, challenges with the

continuation of the ICT trainings were faced because of the non-availability of IT Labs in SBEP schools.

Despite these challenges, SCDP is planning to further increase the pace and quality of these deliverables for the final year. The SCDP team plans to ensure that all the remaining deliverables are completed in a timely manner and in such a way that it leads to sustainable change in the education sector of Sindh.

1. Introduction

Sindh Basic Education Program (SBEP) an integrated program between USAID and Government of Sindh, Pakistan to achieve, "increased and sustained student enrollment in primary, middle and secondary schools" in seven districts of Sindh (Sukkur, Larkana, Khairpur, Kashmore, Dadu, Qambar Shahdadkot and Jacobabad) and five towns in Karachi (Lyari, Kemari, Orangi, Bin Qasim and Gadap).

SCDP is a three-year USAID-funded project awarded to Deloitte Yousuf Adil to support the sustainability of SBEP by ensuring stronger governance and improved public accountability in the education sector through systems building and institutional strengthening of the Government of Sindh (GoS). It supports the Program Management Implementation Unit (PMIU) in the development of its core capacities including monitoring as well as the capacity development of the School Education & Literacy Department (SELD).

SCDP has been assigned 43 deliverables by SBEP which have been divided into four major components.

The following table shows the total number of indicators and their progress against one of the following status labels: completed, in-process, ongoing, pending, not started and on hold. The status label 'completed' refers to the deliverables that have been achieved and reported to USAID as such. 'In Process' refers to the deliverables which have a specific due date and work on achieving them has begun. 'On-going' refers to the deliverables that will continue throughout the life of project and include deliverables which consist of tasks that occur on a recurring basis. 'Pending' refers to the deliverables on which work by SCDP has not begun yet. 'Not-started' refers to the deliverables that have not been initiated yet because SCDP is awaiting instructions and approval from USAID, PMIU and other relevant partners. 'On-hold' refers to the deliverables that cannot be initiated because of external factors outside of SCDP's purview.

Of the 43 deliverables assigned, 9 deliverables have been completed by the end of this year. Of the remaining deliverables, 24 are currently in-process, 9 are on-going till the end of the project, 1 is on hold for reasons mentioned in the report.

Total number of deliverables	43
Progress Status	Number of deliverables
Completed	9
In Process	24
Ongoing	9
Pending	0
Not Started	0
On Hold	1

Deliverable-wise activity details are provided in Program Activities section which describes each activity's status and the reasons for delays in different activities'. To monitor their progress, indicators have been assigned against each deliverable. The following sections describe the progress of each deliverable in the last quarter July-September 2017 along with the cumulative progress on all the deliverables from October 2016 to September 2017.

1.1 SBEP M&E Indicators for SCDP

There are 10 indicators assigned by SBEP M&E plan to monitor the progress of SCDP. Progress against these indicators are given below:

S No	Indicator	LOP Target	Till Sep 2016	Annual Progress		Progress %	Progress During the Year					Progress %
				Annual Target Oct 2016 - Sep 2017	Annual Achieved Oct 2016 - Sep 2017		Oct-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sep 2017	Till Sep 2017	
1	Sub-Obj-2.2-a Number of teachers having completed training in ICTs	800	128	390	224	57.4%	70	105	28	21	352	44%
2	Sub-Obj-2.2-b Number of in school students having completed training in ICTs	4,000	630	1720	1148	66.74%	175	537	100	336	1778	44.45%
3	Sub-Obj-2.2-c Number of out of school adolescents and adults having completed training in ICTs	4,000	598	1718	1114	64.84%	175	531	98	310	1712	42.8%

S No	Indicator	LOP Target	Annual Progress				Progress During the Year					Progress %
			Till Sep 2016	Annual Target Oct 2016 - Sep 2017	Annual Achieved Oct 2016 - Sep 2017	Progress %	Oct-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sep 2017	Till Sep 2017	
4	Sub-Obj--b Number of Adolescent Girls (10-19 years) Let Girls Learn completed training in ICTs **(Note: this indicator is a subset of Sub-Obj-2.2.c above and its figures are included in the indicator referred to)**	1,000	261	700	492	70.3%	44	208	22	218	753	75.3%
5	**Sub-Obj-3.1-d** Number of SMC members trained in monitoring and reporting	240	-	-	-	-	-	-	-	-	0	0%
6	**Obj-4-a** Rating of PMIU capacity to implement the SBEP M&E Plan.	TBD	4	-	-	-	-	-	-	-	4	0%

S No	Indicator	LOP Target	Till Sep 2016	Annual Progress			Progress During the Year					Progress %
				Annual Target Oct 2016 - Sep 2017	Annual Achieved Oct 2016 - Sep 2017	Progress %	Oct-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sep 2017	Till Sep 2017	
7	**Obj-4-b** Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning (MSF 4.2.1-b F 3.2.1-38)	1	0	1	1	100%	1	-	-	-	1	100%
8	**Obj- 4-c** Number of administrators and officials trained with USG support (MSF 4.3.2a; F 3.2.1-3)	142	36	102	80	78.43%	4	0	0	76	116	81.6%
9	**Sub-Obj-4.1-b** Rating of the PPP Node of the ELD[1] to effectively carry out its mandate	TBD	3.5	-	-	-	-	-	-	-	3.5	-
10	**Sub-Obj-4.2-a** Number of	2	0	0	0	0	0	0	0		0	0%

ELD (Education Literacy Department) has been changed to SELD (Sindh Education and Literacy Department)

| S No | Indicator | LOP Target | Till Sep 2016 | Annual Progress | | | Progress During the Year | | | | | Progress % |
				Annual Target Oct 2016 - Sep 2017	Annual Achieved Oct 2016 - Sep 2017	Progress %	Oct-Dec 2016	Jan-Mar 2017	Apr-Jun 2017	Jul-Sep 2017	Till Sep 2017	
	research papers disseminated											

1.2   Overview of the Progress Against Pak Info Indicators

The following are the Pak Info Indicators with Life of Project annual targets for the year 2016-17, actual progress in the year to date and total progress:

S.No.	Indicators	LOP	Till September 2016	Annual Target Oct 2016 - Sep 2017	Annual Achieved Oct 2016 - Sep 2017	Total Progress
1.	**Sub-Obj--b** Number of Adolescent Girls (10-19 years) Let Girls Learn completed training in ICTs (Note: this indicator is a subset of Sub-Obj-2.2.c above and its figures are included in the indicator referred to)	1000	261	700	492	753
2.	**Obj- 4-c** Number of administrators and officials trained with USG support (MSF 4.3.2a; F 3.2.1-3)	142	36	102	80	116
3.	**Obj-4-b** Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning (MSF 4.2.1-b F 3.2.1-38)	1	0	1	1	1

1.3   Breakup of Number of Administrators Trained

4.3.2a. Number of administrators and officials successfully trained with USG support (F 3.2.1-3)	LoP Target Breakup	Annual Achieved Oct 2016 - Sep 2017	Progress till September, 2017
Functionaries at PMIU/ELD[2] trained to use SAP for project management and accounting under PIFRA framework.	6	-	-
15 staff members of PMIU, inclusive of its regional office trained and observed to be performing their duties efficiently.	15	-	8
40 respective staff members of PMIU and officials of the GoS oriented on the effective use of the manuals.	40	48*	48
20 staff members of the M&E Directorate and PMIU trained to enhance their knowledge & skills of M&E and best practices in education.	27	-	27
10 staff members involved in PPP with PPP Unit/Node at ELD, RSU and the Finance Department trained in several aspects of PPP policy/regulatory framework and projects	10	-	-
Tier-1: Minimum of nine high-level provincial officials trained at a US-based university.	9	-	5
Tier-2: Minimum of ten managers and technical staff of ELD participated in a regional study tour to enhance their understanding of best practices in education	10	-	-
Tier-3: Minimum of 25 district level education managers from the target districts/towns trained and/or sent to the inter-provincial exposure	25	28**	28
Total	142	-	40

*The total number of officials trained were 55. However, 7 participants were also part of the previous trainings and thus were not included in these numbers.
** The total number of officials trained were 30. However, 2 participants had taken part in previous trainings and thus were not included in these numbers.

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[2] ELD (EducationLiteracy Department) has been changed to SELD (Sindh Education and Literacy Department)

2. Program Activities

Component 1:	Improve efficiency and effectiveness of the Program Management and Implementation Unit (PMIU)

Total Number of Deliverables	12

Progress Status	
Completed	3
In Process	6
On-going	3
On-hold	-
Pending	-
Not Started	-

Deliverables	Indicators, Targets	Progress Activity Summary	Status
1-a-1 Based on capacity need assessment exercise, a customized capacity-building plan for the PMIU developed.	Number of Capacity Building Plan Developed [Target=1]	Capacity Building Plan (CBP) was approved by PSC in its 17th meeting held on September 26, 2017. This deliverable is achieved.	Completed
1-a-2 Financial bookkeeping in accordance with accounting standards accepted to the GoS maintained at the PMIU regularly under PIFRA framework.	Percentage of Financial Bookkeeping in accordance with Accounting Standards [Target=100%]	An unpacking document was approved with PMIU which explained the assistance required under this deliverable by PMIU and was shared with USAID. It was decided that continued assistance in implementing PFMRAF findings and CBP findings would lead to completion of this deliverable. After approval of CBP, assistance in implementation of PFMRAF and CBP's recommendations will continue in coming months.	On-going
1-a-3 Assist PMIU in the establishment and implementation of internal financial controls to ensure transparency.	Rating of Internal Audit function to carry out its function independently	IA function of PMIU was supported to conduct the first IA activity in the PMIU and for the quarter July to September 2017. The draft findings were shared by Internal auditor for management	In Process

Deliverables	Indicators, Targets	Progress Activity Summary	Status
	[Target=Rating 5]	comments.	
1-a-4 Functionaries at PMIU/ELD trained to use SAP for project management and accounting under PIFRA framework.	Number of administrators and officials trained with USG support [Target=142], 40 for C=1	Letter for SAP connectivity at PMIU was written by Senior Program Officer of Finance Department, Government of Sindh to Director General, Controller General of Accounts. Response is awaited.	**In Process**
1-b-1 Assistance provided to the PMIU for the revision and preparation of SBEP's PC-1 and/or sub-PC-1s under the guidance of the PD-PMIU.	Number of PC-1/ Sub-PC-1 prepared [Target= TBD]	Support provided through Public Sector Specialist on PC-1 revision. Assistance in preparation of Sub-PC-1 not requested by PMIU staff as per the unpacking document agreed with PD PMIU.	**In Process**
1-b-2 Assistance provided in a timely manner to the PMIU in the preparation of reports for PC-3, PC-4, and PC-5.	Number of PC-3, PC-4 and PC-5 prepared [Target=TBD]	PMIU agreed with sharing of PC-3 with component 2 team for assistance in its preparation as part of assistance in monthly report development. Working of PC-4 and PC-5 is under process.	**On-going (for PC-3);** **In Process (for PC-4 and PC-5)**
1-b-3 Annual financial evaluation conducted at the PMIU and recommendations submitted for further action.	Number of Annual Financial Evaluation conducted [Target=3]	Field work for first Annual Financial Evaluation of PMIU directed by USAID is under process.	**In Process**
1-b-4 Annual financial reports, risk mitigation reports, accounts, and tax reports with regard to the PMIU prepared and submitted to USAID, as per set guidelines and frequency.	Number of annual Financial, Risk Mitigation, Tax and Accounts reports prepared and submitted [Target=3 each]	SCDP reviewed the documents sent by PMIU to USAID. These did not contain any risk mitigation reports, tax reports etc. As per the discussion with PMIU management, no such reporting guidelines are established by USAID.PMIU sends monthly expenditure reports with bank reconciliation of the foreign currency assignment account for which PMIU has confirmed that no assistance is required. A request has been made to USAID for clarification and confirmation regarding this deliverable. In absence of any set guidelines for periodic reporting, this deliverable may need to be marked as	**On-going**

Deliverables	Indicators, Targets	Progress Activity Summary	Status
		completed based on the inquiries performed and responses gathered.	
1-c-1 Four customized manuals on HR, Procurements, Finance & M&E that comply with the rules and regulations of the GoS & SPPRA are available and disseminated in English, Urdu and Sindhi and observed to be used by the PMIU.	Number of Manuals prepared and translated [Target=4 manuals]	All four manuals have been approved by PSC. Translation of these manuals into Urdu and Sindhi has been initiated and quotations have been invited.	In Process
1-c-2 Minimum of 15 staff members of PMIU inclusive of its regional office trained and observed to be performing their duties efficiently.	Refer indicator-4.	CBP has been approved by PSC. Training will be provided in accordance with the recommendations provided in the plan in coming months.	In Process
1-c-3 Minimum of 40 respective staff members of PMIU and officials of the GoS oriented on the effective use of the manuals.	Refer indicator-4.	Two day training on four manuals has been provided to 55 officials from PMIU and other departments of SELD. This deliverable has been achieved.	Completed
1-c-4 Staff rationalization analysis conducted, JDs of staff updated and temporary staff support provided to PMIU, as needed.	Number of Staff Rationalization Analyses conducted [Target=1]	Achieved.	Completed

Progress Update

In October 2016, USAID provided go ahead to Component 1 team to proceed with the previously suspended deliverables awaiting finalization of PFMRAF tier II assessment. During the year, the team worked on all deliverables and completed three of them during the period and achieved considerableprogress on the remaining deliverables.

Approval of Capacity Building Plan
A major step forward in the year was the approval of the Capacity Building Plan by PSC. The Capacity Building Plan was first submitted in March 2017. This deliverable was achieved on September 26, 2017 after finally being approved by PSC. SCDP will continue to assist PMIU in the implementation of the plan in coming months.

Internal Audit Function
The next significant progress for Component 1 during the year was the assistance to Internal Audit department of PMIU to initiate performance of risk based Internal Audit. The Internal Audit Committee of SBEP was notified through the efforts of PMIU and SCDP teams and reporting of

Internal Auditor was changed from PD to Audit Committee, addressing one of the key findings of PFMRAF. SCDP also assisted PMIU in developing key foundation documents of Internal Audit function i.e. Audit Committee Charter, Internal Audit Department Charter, Internal Audit Manual, Statement of Ethics and Business Practice and Risk Based Internal Audit Plan for the year 2017-18. The committee approved the above documents. Internal Audit activity for the first has also been started and draft findings have been shared with management by the Internal Auditor for comments. The assistance will continue in the coming quarters with increased responsibilities being shifted to the internal auditors to ensure transfer of knowledge.

Manuals for PMIU
One of the key findings of PFMRAF and a major deliverable was achieved during the year which was drafting and approval of four revised manuals on Human Resource Management, Monitoring & Evaluation, Procurement and Financial Management. The manuals were drafted in March and April and approved in September 2017 by the PSC after a significant consultative process involving all relevant staff members from PMIU. This deliverable is anticipated to be completed in the first quarter of next year (October-December 2017) with the translation of the manuals in Sindhi and Urdu.

Training on Manuals
A focused two day training workshop for 55 government officials from PMIU and SELD on the four manuals was conducted on September 27-28, 2017. This marked the achievement of another deliverable.

Revision of PC-1
SCDP supported PMIU in the preparation of revised PC-1 document which was provided during the period through Public Sector Specialist in various meetings and working sessions. Public Sector Specialist advised PMIU in various matters related to PC-1. During the year, a deliverable format was agreed with PD PMIU to assist PMIU in encapsulating the discussions and feedback in a structured format to mark the completion of this deliverable which will be submitted in the next quarter.

Training to PMIU Staff
After analyzing the needs, training was provided to three officials from Finance and Internal Audit functions of PMIU in "QuickBooks Accounting Software and Implementation Challenges at PMIU". This training will facilitate them for performing their duties effectively and efficiently.

SAP Training
SCDP began the process for SAP training during the project year. Letter for SAP connectivity at PMIU was written by Senior Program Officer of Finance Department, Government of Sindh to Director General, Controller General of Accounts.

Annual Financial Evaluation
During the year, USAID directed the team to arrange for external financial evaluation of the government cost share of SBEP. In this connection, the team initiated a process of hiring a firm from the list shared by USAID to execute the SOW approved by PMIU and USAID. A preliminary meeting took place between selected financial evaluator, BDO, Chartered Accountants, and PD-PMIU to start the fieldwork process. This deliverable is expected to be achieved in November 2017.

Financial Book-Keeping
After the approval of Capacity Building Plan, the team and PMIU jointly decided that Component 1 would work on this deliverable in the next project year. An unpacking document with PMIU

input was shared with USAID which explained the deliverable as implementation of financial book keeping recommendations in CBP and PFMRAF.

Assistance in Preparation of PC-3, PC-4, PC-5 Reports
SCDP approached PMIU to support in the drafting of PC-3. PMIU and SCDP agreed that PMIU would submit the format of PC-4 and PC-5 reports with information available till date to satisfy the requirements of this deliverable.

Annual Financial, Risk Mitigation, Accounts and Tax Reports
SCDP reviewed the documents sent by PMIU to USAID. These did not contain any risk mitigation reports, tax reports etc. PMIU personnel did not request any assistance. For clarification of this deliverable, a request has been made to USAID. According to PMIU, to date, no such reporting guidelines have been shared by USAID which would require assistance from USAID. The only submissions include monthly expenditure statements and reconciliation of foreign currency account for which no assistance is required.

Major Activities during the Year
Following are the major activities during the year 2016 – 2017:

Approval of Capacity Building Plan
In the January - March 2017 quarter, the Capacity Building Plan development approach was altered after a meeting with PMIU and USAID. In the meeting, it was decided that system's review on all SBEP related areas would be undertaken where the staff would also proactively identify areas for improvement. In addition, Capacity Building Plan and other interventions will take account of findings and recommendations in PFMRAF report and AGP reports.

Consultation meetings were held with PD PMIU in addition to the meetings with individual functions in the past to finalize the draft of Capacity Building Plan which was completed in March and shared with PMIU for PD's input. This was followed by detailed interactions with the PMIU staff to understand their systems. Since M&E is an area where significant reliance is on SCDP support, SCDP M&E team's input was also sought. For procurement, two detailed meetings were held with the construction consultant, Halcrow, for their role in the procurement cycle as highlighted by the PFMRAF filled questionnaire. The meetings provided significant insights into the development of capacity building plan that is now under internal management review and will soon be shared with USAID and PMIU for their comments.

The Capacity Building Plan was approved by PMIU in July 2017. It was then approved by the PSC on September 26, 2017. SCDP will be assisting PMIU for the implementation of recommendations made in this plan on PD-PMIU's request.

Internal Audit Function at PMIU.
In October 2017 quarter, the team continued with the development of foundation documents for the internal audit function and shared the following documents with USAID for review:

- Proposed audit committee composition
- Internal Audit Manual along with the following annexures:
- SBEP PMIU Internal Audit Charter

Samples of Internal Audit Scope document, Audit Announcement Memorandum, Internal Audit Kickoff Deck and Sample Audit Program were also shared. In November 2016, USAID provided feedback on the Internal Audit Department Charter, Audit Committee Charter and Internal Audit Manual of PMIU. SCDP team incorporated USAID's comments on these documents.

In December 2016, the team incorporated USAID's and PMIU's feedback on internal audit and audit committee charters and briefed the Secretary prior to PSC meeting. This was then presented to PSC for approval. SCDP provided on the job support to the PMIU Finance team to improve their international and pre-audit functions. A part of this task was to increase the extent of the review of system and PFMRAF reporting while also identifying capacity building areas for the plan.

A summary explaining the internal audit requirements was sent to the Chief Secretary.

In June 2017, the Internal Audit Committee of SBEP was notified through the efforts of PMIU and SCDP teams. Internal Audit Manual along with the Internal Audit Plan for the year 2017-18 was finalized after incorporation of comments and sent to PMIU for approval.

The first Audit Committee meeting of PMIU was held on July 06, 2017 for approval of four core internal audit function documents i.e. Audit Committee Charter, Internal Audit Department Charter, Internal Audit Manual and Statement of Ethics and Business Practice. The committee approved the above documents. The minutes of the meeting were circulated for review and approval. The Committee also approved Internal Audit Plan for the year 2017-18.

In accordance with the approved Internal Audit Plan, internal audit activity for the quarter July-September 2017 was started in July. Areas for the current quarter were Entity Level Control Review, Financial Management and Information Technology. Audit Schedule has been shared with relevant department heads. Fieldwork of internal audit activity for the quarter July-September 2017 was completed in August 2017. In September 2017, SCDP started work on the draft internal audit report and shared the report to relevant stakeholders on September 15, 2017.

Manuals for PMIU
In February 2017, Public Sector Specialist was hired to work with Component 1 on the drafting of manuals. In March 2017, draft outlines of the manuals were shared with PD PMIU and relevant area personnel for consultation on the contents of the manuals being drafted. Drafting for the Human Resources, Procurement and M&E manuals continued during March.

All four manuals, Procurement, Human Resource, Monitoring & Evaluation and Financial Management, were submitted to PMIU in April and May 2017. Presentations on three manuals were also given to the PD and the relevant PMIU teams in order to facilitate their understanding of these manuals. Three manuals, Procurement, Human Resource and Monitoring and Evaluation, were approved by the PMIU. Comments from USAID on Procurement and Monitoring and Evaluation manuals were also received after subsequent approval from PMIU.

In August 2017, all four manuals were approved by PMIU. Comments received from PMIU and USAID were also incorporated in these manuals. During this month, process of hiring translators was initiated.

On September 26, 2017, SCDP presented all four manuals in the meeting on PSC meeting. PSC approved the manuals. The manuals were written in English. Thus, SCDP is now required to translate the manuals in Urdu and Sindhi. SCDP initiated the process of translation of the manuals. As a result, Manager Procurement sent RFQs to different translators.

Training on Manuals
After the manuals were approved by PSC, a two - day training workshop was conducted on September 27-28, 2017 at Movenpick hotel to train 55 officials from PMIU and SELD relevant departments. The training was conducted for four manuals developed for PMIU i.e. Human

Resource Management, Procurement, Financial Management and Monitoring & Evaluation. The sessions are structured along the following format:

1. Overview of the concept
2. Briefing on the manual
3. Practical exercise on a topic

SAP Training
In October-December 2017 quarter, the request for access to SAP was pending with the GoS Finance Department as the concerned Additional Secretary was traveling for work.

Follow-up continued with SAP's training arrangements and the Audit Committee's notification in the January to March quarter. The Public Sector Specialist worked closely with PD PMIU to respond to certain communications. The nomination for SAP training was forwarded to Finance Department.

Coordination was facilitated by SCDP on SAP trainings between Finance Department, Govt. of Sindh and PMIU. Follow-up continued through Public Sector Specialist with the Finance Department but there was no progress with CGA. A request was sent to trace the communication sent by Finance Department to CGA.

In September 2017, letter for SAP connectivity at PMIU was written by Senior Program Officer of Finance Department Government of Sindh to Director General Controller General of Accounts. This letter described that LAN connection and nomination has been provided by PMIU and SAP connectivity can be provided. PMIU is currently awaiting the response.

Revision of PC-1
An internal review of the revised PC-1 was undertaken and SCDP assisted PMIU staff in responding to queries raised by ECNIC. The Public Sector Specialist helped PMIU in this regard and provided the necessary support.

Assistance in Preparation of PC-3, PC-4, PC-5 Reports
In a meeting with PD-PMIU on August 22, 2017 it was decided that PMIU would share PC-3 report on a monthly basis to SCDP for review. PMIU required SCDP to submit the formats of PC-4 and PC-5 reports with the available information as these reports are going to be prepared at the end of the program.

Annual Financial Evaluation
An approval for SOW for External Financial Evaluation of PMIU was received from USAID after PMIU's input and was circulated to the list of auditors received from USAID to submit their proposals. Proposals were received from USAID approved audit firms. External Financial Evaluator was selected to carry out the financial evaluation of PMIU. A meeting was held between the External Financial Evaluator and PMIU on September 15, 2017, to set the modalities for the evaluation.

Annual Financial, Risk Mitigation, Accounts and Tax Reports
SCDP reviewed the documents sent by PMIU to USAID. These did not contain any risk mitigation reports, tax reports etc. As a matter of practice, PMIU sent the Expenditure Report to USAID on monthly basis for which PMIU staff denied to take any assistance. For the clarification of this deliverable a request has been made to USAID.

Training of PMIU Staff
After a needs analysis, training was provided to three officials from Finance and Internal Audit functions of PMIU in "QuickBooks Accounting Software and Implementation Challenges at PMIU". This training will facilitate them to perform their duties effectively and efficiently.

Challenges

- Approval of the Capacity Building Plan took more time than anticipated due to workload of PD and understaffing at PMIU.

- There was a delay in processing by Finance and CGA departments for issuance of SAP access and SAP training. Processing from CGA is awaited.

- USAID input is needed on requirements for preparation of annual financial reports, risk mitigation reports, accounts and tax reports by PMIU and mode of engagement for these reports in the light of USAID requirements, if any. Email in this regard is already shared with COR. COR has responded and asked for a meeting to resolve this challenge.

Total Number of Deliverables	10

Progress Status	
Completed	2
In Process	4
On-going	4
Pending	-
Not Started	-
On Hold	-

Deliverables	Indicators, Targets	Progress Activity Summary	Status
2-a-1 M&E Plan of SBEP implemented, resulting in fine-tuning of SBEP to reach desired outcomes efficiently and effectively.	Rating of PMIU capacity to implement the SBEP M&E Plan [Target=4]	Rating mechanism updated and letter sent to PD PMIU for approval so SCDP could rate PMIU in future. Letter of approval received on September 29, 2017.	On-going
2-a-2 Quarterly monitoring report and consolidated annual monitoring report prepared and submitted to PMIU and USAID, as per set guidelines.	Number of Monitoring Reports prepared and submitted [Target =12 Quarterly, 3 annually]	6 SBEP Quarterly Monitoring Reports submitted with the last one submitted on September 15, 2017.	On-going
2-a-3 Substantial inputs and support provided to PMIU for the preparation of overall Quarterly and Annual progress reports as well as Pak-Info reporting for SBEP in timely manner.	Number of Progress Reports prepared and submitted [Target =12 Quarterly, 3 annually]	7 SBEP Quarterly Progress Reports have been submitted with the last one being submitted on August 15, 2017.	On-going
2-a-4 Technical reports and third party validation reports prepared and submitted to USAID, as and when required.	Number of Technical Report and Third Party Validation Reports prepared and submitted [Target=TBD]	Gender Consultant began work on September 22, 2017. Meetings were held with Sr. Policy Advisor & Program Manager SBEP, COR SCDP, COP SCDP, TLs M&E and Back office Support, Acting COP (programs), CMP, PD PMIU,	On-going

		Advisor PPP SCDP, Director PPP Node, COP A&E Services for SBEP for designing the framework of study.	
2-a-5 Minimum of 240 SMC members from 120 school sites were oriented and involved in monitoring and reporting.	Number of SMC' members trained in monitoring and reporting [Target=240]	Consultant hired to work on this deliverable. Paper Tool Testing conducted on September 20 and September 22, 2017.	**In Process**
2-a-6 M&E dissemination strategy developed and implemented.	Number of M&E Dissemination Strategy prepared and implemented [Target=1]	Finished in July/August 2017 with the approval of M&E Dissemination Strategy.	**Completed/Ongoing**
2-b-1 Support provided to the PMIU for the establishment, maintenance and functioning of an M&E system; including M&E databases.	Number of M&E databases develop [Target=1]	All data was uploaded by implementing partners on August 22, 2017 for the summary version of the database. Work on a detailed version of the database is underway. Meetings were held with all Implementing Partners to coordinate data updating.	**In Process**
2-b-2 Minimum of 20 relevant staff members of the M&E Directorate and PMIU trained to enhance their knowledge & skills of M&E and best practices in education.	Refer indicator-4.	Achieved.	**Completed**
2-b-3 Support provided to M&E Directorate to develop Strategic plan along with the implementation strategy.	Number of Strategic Plan and its implementation strategy develop. [Target=1]	6 meetings with DG M&E were conducted. Situation Analysis was drafted and shared with DG M&E. For situational analysis of the aligned departments of SELD, meetings were held with NFE Directorate, Planning Development Research and Planning Development Finance.	**In Process**
2-b-4 Support provided to PMIU in the update of the SBEP's web portal and M&E	Number of Recommendations provided to update SBEP	Initial Discussion with PMIU on this deliverable has begun. This deliverable is	**In Process**

Directorate to enhance its capacities including the establishment of close linkage with the implementation of the SBEP's M&E Plan.	web portal [Target=TBD]	linked to the M&E database.	

Progress Update

Quarterly Monitoring Report
The biggest achievement of the year was the consistent monitoring of SBEP indicators throughout the year as well as further improvements to the quarterly monitoring report to include more comprehensive feedback for the partners about their progress. To date, 6 quarterly monitoring visits have taken place and 6 quarterly monitoring reports have been submitted. This is an ongoing deliverable and SCDP is expected to continue to support PMIU with this task till the end of project.

M&E Dissemination Strategy
One of the greatest achievements of Component 2 was the completion of the M&E Dissemination Strategy deliverable. The said deliverable had long been pending. However, work on this deliverable began in May 2017. It was achieved in July 2017 with the approval of the M&E Dissemination Strategy. Quarterly checks on this deliverable are ongoing.

M&E Strategic Plan
Another significant accomplishment of Component 2 was the progress on DG M&E's Strategic Plan. Meetings have been held with Directorate General M&E, Directorate NFE, Department of Planning, Development and Finance and Department of Planning, Development and Research to further develop DG M&E Strategic Plan. This deliverable is expected to be achieved in the January - March 2018 quarter.

Work on M&E Database
Another major achievement was the completion of work on the summary version of the M&E database. One breakthrough was that all partner data was updated on the summary version of the database. SCDP has currently started work on the detailed version of the M&E database after completion of the summary version. This deliverable is expected to be achieved in the October - December 2017 quarter.

Implementation of M&E Plan
Another important accomplishment was the development of a new rating mechanism to rate PMIU's ability to carry out the M&E plan. PD PMIU approved the rating mechanism developed by SCDP to rate the M&E capacity of PMIU on September 29, 2017. SCDP is planning to rate PMIU in the next quarter.

Technical Reports
The consultant hired to work on the gender analysis of schools started work on September 12, 2017. The consultant managed to hold meetings with several stakeholders in this regard with the purpose to draft the terms of reference and scope of the study. This deliverable is expected to be achieved in the January - March 2018 quarter.

SBEP Quarterly Progress Reports
A total of 4 SBEP Quarterly Progress Reports for August 2017, were developed by the team to support PMIU. This was an ongoing deliverable and the team anticipate providing similar support tasks in the future.

SMC Training
SCDP has made significant progress under this particular component. One notable achievement was the paper tool testing to ensure that the SMC members were able to fully understand the tool. The deliverable is expected to be completed in the October - December 2017 quarter.

Web Portal
This deliverable is linked to the M&E database and work will progress on this deliverable as the database develops. A concept note was shared with and approved by PD PMIU. This deliverable is expected to be achieved in the January - March 2018 quarter.

Training of Officials in M&E
This deliverable was completed before the reporting period and is thus marked as complete.

Major Activities during the Year

Following are the major activities during the year 2016 – 2017:

SBEP M&E Plan
Monthly SBEP M&E Focal Group Meeting was conducted on October 31, 2016 at the SCDP office to discuss M&E visits, ethics of inquiry and interaction with the community members during monitoring visits, and ways of improving the quality of narrative reporting.

The team also conducted a meeting with the M&E focal group on June 6, 2017, to work on aligning the SBEP log frame with the field activities of implementing partners. The meeting resulted in framing some key recommendations, subject to the approval by relevant COPs and CORs. The recommended changes included the removal of inconsistency between the Pak info and LFA indicator language. The inconsistency of language was reported in the indicators presented to USAID PAK info but not assigned to SRP as per SBEP log frame and the indicators assigned to SRP as per SBEP log frame but not present in USAID PAK info. Apart from the above-mentioned recommendations, the M&E focal group also recommended removal of a few objectives from the SBEP log frame. However, all the suggestions were subject to the approval of the higher authorities.

In July, a meeting with COPs and M&E Focal Group on the progress of the annual and quarterly targets was held at PMIU. The team members deliberated on the issue of reporting quarterly progress against annual targets. It was decided to work on some of the annual targets that could be reported at a quarterly basis.

In August, the team worked on the development of the rating mechanism to assess the M&E capacity of the M&E department at PMIU. In the past, PMIU had rated SCDP, which was not in accordance with the indicator. The indicator tasked SCDP to rate PMIU's capacity to conduct monitoring and evaluation activities without SCDP's support. A rating mechanism was developed in consultation with PMIU and shared with PMIU on August 21, 2017.

SCDP developed a new rating mechanism to rate PMIU on their capacity to independently implement the M&E plan. The team shared the rating mechanism tool with PMIU on August 21, 2017. PMIU finally approved the rating mechanism on September 29, 2017. SCDP is planning to conduct the rating in October 2017.

SBEP Quarterly Monitoring Visits and Reports
SCDP conducted a total of four quarterly visits in the reporting year and submitted four quarterly monitoring reports and one annual monitoring report.

SCDP and PMIU team conducted the third quarterly monitoring visit in the month of November 2016 to validate the data of SBEP partners that was submitted for the quarter July-September

2016. SCDP developed data collection tools and shared it with the SBEP Partners for feedback. After the visit, a comprehensive report was prepared and shared with the partners for feedback through PMIU.

SCDP M&E team along with the PMIU M&E team conducted the fourth quarterly monitoring visit to document and validate progress and challenges under SBEP during the October- December 2016 quarter. Progress was made to validate the data reported to PMIU and USAID by the implementing partners during the reporting quarter. The visit was made from February 12 -22, 2017 in three program districts namely Larkana, Kambar Shahdad Kot and Khairpur and three towns of Karachi, Gadap, Orangi, and Lyari.

During the visit, the teams debuted the use of an Android application, Kobo Tool Box, through their smartphones for collecting data. As a precautionary measure, both e-forms and manual forms were used. The quarterly monitoring report was submitted as a result of these activities.

The fifth quarterly monitoring visit was conducted from May 8-19, 2017. The Monitoring and Evaluation team, comprising of the SCDP M&E team and PMIU Senior M&E Manager, visited 4 districts in Sindh to validate data reported in the January to March 2017 quarter. They visited Kambar-Shahdahkot, Jacocabad, Dadu and Larkana. The field team used both paper-based tools as well as the newly developed Kobo Toolbox, which was a mobile based application. The team validated 5 of the 14 indicators on the field as well as gathered ancillary data regarding the ground realities of the communities.

Upon return from their field-monitoring visit, the team first completed desk validation where they validated 9 of the 14 indicators against which progress was reported. After the desk validation was complete, the M&E team decided to modify the structure of the report to ensure that it was more reader friendly. The data was analyzed on three levels of analysis: progress against targets, progress rate, and validation analysis. The report was then drafted and submitted to partners for feedback on June 15, 2017.

The team supported PMIU by going on the sixth Quarterly Monitoring Visit from August 15th – August 26th, 2017. Three teams were assigned for this quarter. Two teams travelled to inner Sindh and visited five districts: Sukkur, Khairpur, Larkana, Kambar Shahdadkot, and Dadu. The third team stayed in Karachi and visited five towns of Karachi: Kemari, Gadap, Lyari, Orangi and Bin Qasim specifically to visit the NFE centers which were newly established in the previous quarter. The team validated a total of 13 indicators. Out of a total of 13, 11 of the indicators were validated in the field and 2 indicators were validated through desk monitoring. A final round of field visit also took place on August 30, 2017 to visit four NFE centers in Karachi. The team visited a total of 24 schools and 22 NFE centers.

The team used both the Kobo Toolbox application and paper tools during the visit. This ensured the veracity of the data. In September 2017, SCDP started work on the 6th Quarterly Monitoring Report by analyzing the results of the quarterly monitoring visit that took place in August. The report was drafted with a focus on progress against targets, progress rate, and validation rate and sustainability issues. SCDP submitted the report on September 15, 2017 in accordance with the deadline set by USAID.

SBEP Annual Monitoring Report
SBEP Annual Monitoring Report 2015-16 was finalized, presented, and shared with all SBEP implementing partners. The report shows annual targets, achievements, and percentage of validation of each indicator through monitoring process for the year 2015-16. A detailed presentation was given to PD PMIU on SBEP Annual Report to receive his feedback and suggestions for future monitoring process.

SBEP Quarterly Progress Report

SCDP Team supported PMIU in preparing the Annual Progress Report for the year October 2015 to September 2016. This report also included the progress for the quarter July – September 2016.

In February 2017, SCDP prepared SBEP Quarterly Progress Report for the quarter October-December 2016 and was shared with the PMIU and USAID. SCDP received the quarterly progress reports of SCMP, SRP and compiled them together to generate a summarized copy of the report.

In May, the team contacted PMIU to share the reports of the other two partners. Using the 3 partners' reports, the team drafted a consolidated SBEP Quarterly Progress Report. PMIU's data was added by combining the updates from the past three monthly reports. The report was then edited to ensure a relevant, coherent narrative. It was sent to PMIU on June 15, 2017.

The team prepared the SBEP Quarterly Progress Report for the April to June quarter and submitted it on August 15, 2017. This was the previous agreed upon date and thus, this report was submitted on time.

Technical Reports
USAID requested a Gender Analysis of the G2G component as part of the deliverable to write technical reports for USAID. The M&E team and the COP sent a scope of work on June 21, 2017.

Feedback and comments from the USAID were received on June 30, 2017 and modified version of SOW was shared with SBEP on July 27, 2017. A consultant was selected on August 25, 2017 to work on this deliverable. Work on the said deliverable commenced in September and is anticipated to be complete in the January-March 2018 quarter.

The consultant officially started work on September 22, 2017. Meetings were held with COP SCDP, Team Leader ME&R and Team Leader Back Office Support on September 25, 2017 to discuss the framework of the study. Moreover, a meeting was also held with COR-SCDP and Senior Policy Advisor and Manager - SBEP on September 27, 2017 to further discuss the framework of study. Meetings were also held with PD PMIU and Advisor PPP SCDP on September 28, 2017, Acting COP (Programs), CMP on September 26, 2017 and COP A&E Services for SBEP and Director PPP Node on September 29, 2017 to further unfold the scope of the study.

Trainings of 240 SMC Members
SCDP was tasked to provide technology-based trainings to 240 members of SMCs of 106 schools being constructed by SBEP, for monitoring and reporting during the life of the project. In the October to December quarter, 2016, SCDP conducted a mock exercise with one SMC of Gadap Town, Karachi, to gauge the level of interest, existing capacities and willingness of SMCs to handle smart phones. Based on the findings of mock exercise, a concept paper on "Capacity building of SMCs using Android application" was developed and shared with the USAID and PMC for review. A pre-scope meeting was also conducted with a developer to ascertain the requirements and features of the android application.

In April 2017, the Activity Plan for SMC training was prepared and shared with PMIU for their comments. The Plan contained the scope of work, methodology, timelines, and outline of training contents.

In May 2017, the Activity Plan with complete methodology and scope of work was approved by PD PMIU. Moreover, the initial discussion on finalization of indicators with M&E Focal Group took place on May 31, 2017.

In July 2017, a consultant was hired to conduct SMC training. During the month, micro level planning for trainings was completed including the finalization of SMC training design and plan.

Selection criteria for SMC trainees was also finalized in consultation with Community Mobilization Program (CMP) and PMIU. A list of SMC trainees was also provided by CMP after which field planning for pre-training assessment was initiated. The process for development of android based Mobile Application for e-monitoring was also initiated and was anticipated to be completed by the end of August 2017.

In August, SCDP devised the selection criteria for 240 SMC members to be trained on e-monitoring. Since fewer women participation was observed in SMCs in both urban and rural area, 30 women members were selected from sub-committees of designated SMCs. The selection process was carried out in consultation with reporting partners. SoW for Mobile Application Developers were devised. As a result , a mobile application development firm was hired though a competitive process. According to the indicators identified during the TNA Consultation Meeting at PIMU, an e-monitoring paper tool was developed. SCDP drafted the tool for the target audience accordingly. This tool also included the feature of translation into local languages. Coordination with School Education and Literacy Department was also initiated in order to impart training sessions effectively at the district level.

In September, the android based mobile application's process was initiated. A questionnaire, which was supposed to be used by SMCs at school level, was drafted in consultation with relevant stakeholders. The paper tool was developed according to the SMCs' role and responsibilities and the indicators finalized by the SBEP partners. To ensure that the tool was user friendly, SCDP carried out two paper tool testing with SMC members on September 20, 2017 and September 22, 2017. Sample for paper tool testing was selected in coordination with Community Mobilization Program (CMP) from both urban and rural areas of the designated schools of Khairpur, Sukkur and Karachi-Malir districts.

M&E Dissemination Strategy
SCDP first drafted a concept note and submitted the note to PMIU on June 8, 2017, for which the approval was received on June 9, 2017. The team then held a meeting with the M&E Focal Group on June 21, 2017, at PMIU to discuss the dissemination framework. During the course of the meeting, the M&E Focal Group agreed on the dissemination framework.
In July 2017, SCDP first drafted the M&E dissemination strategy after the consultative session with the M&E Focal Group in the previous month. After the strategy document was drafted, the team first reviewed it internally and then sent it to PMIU and the partners for feedback. The dissemination strategy was approved by the partners and was sent on to PD PMIU for approval. PD approved the dissemination strategy on July 26, 2017.

M&E database
As per the feedback and recommendation of DQA, SCDP's M&E Team prepared its own database on MS Access 2016 in the October to December quarter. All the SCDP data was transferred on it. SCDP team and PMIU team conducted meetings to prepare the basic protocols of developing database. Route map was decided and data of four indicators was uploaded as pilot in the data base.

Work began on the database for SBEP indicators. A series of consultation sessions were made to finalize the database requirements and methodology of work. In April 2017, phase one of SBEP M&E database was completed which included uploading the data of SCDP indicators. A detailed session was held among SCDP, PMIU M&E, and IT teams to finalize the structure and layout of the database. It was decided that the SCDP would give a demonstration to all partners and request them to share respective data for their indicators. It was shared with the M&E focal group in a meeting scheduled on May 31, 2017. After mutual consensus from all stakeholders, the dashboard was finalized and user ids were generated for other implementing partners for data sharing of the summary sheets of the M&E database.

In a meeting organized with CMP and SRP in June 2017, some recommendations were noted

regarding the data entry process and changes were made accordingly in the summary database with the support of the IT Team. User IDs for each partner were provided by SCDP IT team and shared with the partners. SCDP uploaded 90% of its data while SRP and CMP also started data entry against all the indicators. All data was uploaded by mid-August, 2017. A meeting with the IT personnel was also held to gain further understanding of the Functional Specification Form for the detailed version of the database.

The team had a meeting with SRP on July 19, 2017 to discuss the database and to rectify a few minor problems faced by SRP in uploading the data. Those problems were rectified during the meeting and SRP recommitted that they would upload their data by August 15th. The team also had a meeting with PMIU to discuss the detailed version of the database to figure out some extra details. All summary data was uploaded by SCDP, CMP, SRP and PMIU by August 22, 2017. The summary version of the database was completed in August 2017.

M&E focal group held a meeting on September 14, 2017 to discuss the detailed version of the database. It was decided that SCDP M&E team would individually meet with all Implementing partners (IPs) to disaggregate data. In this regard, SCDP held a meeting with CMP on September 21, 2017, SRP on September 25, 2017 and PMIU on September 27, 2017. SCDP finalized aspects for data projection on September 28, 2017. The meetings enabled SCDP to reach consensus with IPs with regard to the dashboard and the front and back ends of the data. SCDP plans to prepare the detailed version of the M&E database in the October-December 2017 quarter.

M&E Strategy Development Plan
One of the tasks of SCDP is to enhance the scope of M&E through strategic planning and strengthen the capacities of DG M&E and PMIU with more process and outcome-based monitoring systems for effective school improvement. For this, an M&E strategy activity plan along with implementation plan, on departmental and provincial levels was developed and sent to the PD PMIU on May 29, 2017, for formal approval. PMIU requested the team on June 23, 2017, to re-examine the M&E strategy development calendar of activities. The team was asked to develop a new timeline to share with the Directorate M&E. After developing a calendar of activities, the team met with M&E Directorate to further discuss the strategy development on July 19, 2017 and on July 26, 2017. In the meetings, DG M&E shared the activities undertaken by the M&E Directorate. It was decided to agree on mutual objectives and scope of the strategy development in the next meetings.

SCDP had 2 meetings with DG M&E, SELD in August. The first meeting took place on August 18, 2017. SCDP met with Directorate General M&E, SELD and other members of his staff to finalize scope of work for strategy development. The team shared the tools it planned to use to conduct the situation analysis and asked for DG M&E's input. The second meeting took place on August 28, 2017. The team met with DG M&E's team and asked them questions as part of the situation analysis.

SCDP drafted the situation analysis report and shared it with DG M&E on September 13, 2017. SCDP held a meeting with DG M&E on September 25, 2017 to discuss the possibility of meeting with other stakeholders of SELD. DG M&E arranged a meeting between SCDP and NFE Directorate on September 27, 2017. SCDP also held a meeting with the Directors of Planning, Development and Research and Planning, Development and Finance on the same day. The results of the meeting would be shared with DG M&E after meeting other departments of SELD.

Web Portal
A planning session was held internally by the M&E team to discuss the Web Portal and to figure out how to best ensure a linkage with M&E Directorate. The findings of the meeting were used to form the basis of an action plan unpacking this deliverable. The updated web portal of SBEP will

create a linkage between the M&E data of SBEP and M&E Directorate for knowledge transfer. It is expected that the M&E Directorate closely follows the M&E work projected in the M&E database since it will strengthen its own structure through the process.

The activity plan of the web portal deliverable was shared with PMIU for their review. The team then met with PMIU's M&E team on July 27, 2017 to discuss this deliverable in greater detail, including how to best link with M&E Directorate. The minutes of that meeting were dispersed on July 28, 2017.

SCDP Progress Reports
During the year, SCDP sent twelve SCDP monthly progress reports. Three SCDP Quarterly Progress Reports and 1 Annual Progress Report were submitted. Upon USAID's suggestion, SCDP reworked their progress reports incorporating the comments suggested by USAID. The new template has been consistently followed since May 31, 2017.

SCDP Internal Review
In May 2017, SCDP COP and team leaders determined that there was a need for an internal SCDP review. The M&E team first conducted a quantitative analysis by comparing the progress of each SCDP deliverable against its target due date. The M&E team then collected qualitative data by interviewing all four team leaders, COP, COR and other key personnel. Once all the interviews were conducted, the M&E team analysed both sets of data, discovered some common issues that every component was facing and proposed general solutions. The Internal Review was presented to the COP and the Team Leaders on May 29, 2017.

Second SCDP Annual Progress Review

The second annual progress review took place on Tuesday, September 29, 2017. It was attended by the SCDP team, PMC members, USAID COR and SBEP Senior Policy Adviser and Manager. Each component presented their progress over the year focusing on the activities, achievements and challenges. A major theme of the review was the substantial progress SCDP had made over the year and its plan for further improving the pace and quality of its work.

SCDP Process Monitoring Visit

Two team members went to Larkana, Sukkur and Jacobabad on September 11-23, 2017 for process monitoring of ICT trainings. Several noteworthy issues were found. The team planned to draft a detailed report in October 2017.

Challenges

- Some approvals from PMIU with regard to the achievement of a few targets took more time than anticipated. For instance, PMIU took more time on the approval of the activity note for the SMC training which meant that preliminary work on the deliverable could not start.

- Another challenge that the M&E component faced was the delay in submitting progress against deliverables which got translated into missed deadlines for progress reports. However, the team is working with other components to resolve this problem and ensure that deadlines are met timely in the future. This problem has since been resolved.

- There were also some differences of opinion with the partners with regard to summary and detailed versions of the M&E databases. This led to more time for negotiations than was anticipated originally.

- Data entry with regard to the M&E database on the partners' end was slower than anticipated. They were expected to finish their data entry by the end of June 2017. However,

the partners now anticipate finishing data entry by mid-August 2017 as they are short of data entry operators. This is likely to cause delays in the database timeline.

- Unpacking the detailed version of the M&E database was a challenge. It required concentrated involvement of SCDP M&E and IT teams to unpack the deliverable.

- Another major challenge was the difficulty in maintaining gender ratio in SMC training. While the plan was to choose members from the executive committees of each SMC, this was not possible because there were not enough women in the SMC's executive committee. Thus SMC members had to be recruited from other subcommittees to ensure that at least 30% of the selected participants were women.

Component 3:	Facilitate knowledge generation on education challenges & innovative interventions to inform decision-makers for the improvement of education policies and programs

Total Number of Deliverables	5

Progress Status	
Completed	-
In Process	4
On-going	1
Pending	-
Not Started	-
On Hold	-

Deliverables	Indicators, Targets	Progress Activities Summary	Status
3-a-1 Two research studies on SBEP's innovative interventions and strategies conducted.	Number of research papers disseminated [Target=2]	Two research organizations engaged to conduct research. Research work on both studies is underway.	In Process
3-b-1 Research dissemination strategy developed and implemented to share the knowledge on effective programming approaches and lessons learned with relevant stakeholders.	Number of Research Dissemination Strategies prepared and Implemented [Target=1]	Draft of research dissemination strategy developed and circulated among stakeholders for comments.	In Process
3-c-1 Support provided to the ELD's role in policy and program reform (inclusive of SBEP) as a result of research and advocacy conducted.	Rating of SELD's role in policy and program reform [Target=4]	The activity is in process. It will be started after completion of research studies.	In Process
3-d-1 Support provided to the ELD through capacity building in conducting research and using research evidence for developing policies and programs enhanced at provincial level against the baseline/benchmarks.	Rating of SELD's capacity in conducting research [Target=4]	Alternate Plan for SELD capacity building initiated.	In Process
3-e-1 Support provided to the PMIU to enhance advocacy and	Number of Communication	Request for EoI for production of short videos	On-going

communication capabilities to increase impact and visibility of SBEP among the Government of Sindh, ELD, media, civil society, and communities.	strategies prepared [Target=1]	issued. EoIs received from six firms. Ongoing support provided to PMIU to implement the strategy including regular meetings of the SBEP Communication Group	

Progress Update

Research Studies
One of the biggest achievements of the year was the selection of two research organizations to carry out the research studies. Engaging a research organization to carry out the research study in EGRA was especially difficult to achieve with multiple organizations not being up to the mark. Work is currently in progress for both the research studies. The study researching SBEP's PPP intervention is expected to be completed in December 2017. The research study analyzing Early Grade Reading innovation   is expected to be complete in the January to March 2018 quarter.

Research Dissemination Strategy
A second major achievement was the drafting of a research dissemination strategy in August 2017. This deliverable is currently in the process of being achieved. The draft strategy document was shared with the stakeholders and their feedback is being awaited. The strategy will be finalized in November 2017.

SBEP Communication Strategy
This deliverable is ongoing. The communication strategy was developed in July 2016. Providing assistance to PMIU for the implementation of the communication strategy. As part of this deliverable, go-ahead was given by PMIU for revamping the current website of SBEP.

Research Advocacy
This deliverable is in process. More work on this deliverable will take place once the research studies have concluded.

Capacity Building Support to SELD
This deliverable was temporarily on hold as officials at SELD were unwilling or unable to engage in research capacity building exercises. An alternate plan was proposed by SCDP. Currently, a focal person has been nominated by Secretary SELD for the alternate plan for SELD research capacity building. This deliverable is expected to be completed in January to March 2018.

Major Activities during the Quarter
Following are the major activities during the year 2016 – 2017:

Research Studies on SBEP's Innovative Interventions and Strategies
In October 2016, PMC conducted two meetings to discuss the awarding of contracts for research studies. For the study on "Public Private Partnership (PPP) for Better Service Delivery", the top two candidates (in terms of technical proposals evaluated by the Panel) were invited to present before the PMC, which included Dr. Muhammad Babur and Sustainable Development Policy Institute (SDPI). PMC recommended Dr. Muhammad Babur for the study on PPP and awarded him the contract. Research work on the study "Public Private Partnership for Better Service Delivery" began. Inception report of the study was reviewed by the stakeholders and comments/suggestions were incorporated by the consultant. The first round of field visits and interviews with stakeholders was completed. A debriefing on the first round of field visit was made by Dr. Muhammad Babur and his team. A meeting with the research team was also held on May 25, 2017, in which SCDP was briefed on the field visit to the

selected schools in Khairpur and Sukkur. Activity plan for the study was also discussed during this meeting. The research team submitted an Interim Report on June 30, 2017, that mainly covered the literature review, research methodology, and the revised work plan.The report was reviewed by the team and a meeting was held with the research team on July 14, 2017 to discuss it. In August, the team completed the third round of the field visit. SCDP team also met with the research team to discuss the Interim Report. After completion of the third round of the field visit, the team compiled preliminary findings which were shared with the Project Management Committee on October 6, 2017.

For the study on "Improving Early Grade Reading through Innovations", the top two candidates, in terms of technical proposals, included Idara Taleem o Agahi (ITA) and Oxford Policy Management (OPM). The ITA was ruled out due to potential conflict of interest while the price quoted by OPM was significantly higher than the available budget. On the recommendation of PMC, OPM was contacted for further negotiations in terms of their quoted price. However, the revised price proposal was still exceeding the available budget. Therefore, the team decided to re-advertise the study.

Subsequently, a meeting chaired by Mr. Rehan Baloch, on SBEP Research Consultative Group (RCG) was held on November 14, 2016. Discussions were also held on the revision of the scope of the study on Improving Early Grade Reading, considering the delay in the commencement of SRP intervention, which was the focus of the proposed study. The Request for Proposals was re-advertised with revised ToRs.

In response to the Request for Proposals for the study "Improving Early Grade Reading through Innovations", 8 proposals were received. A meeting of the Evaluation Panel was held on January 20, 2017. Proposals were reviewed and the ranking was finalized.

A meeting of the Project Management Committee (PMC) was held on February 10, 2017, to review the shortlisted proposals. Two shortlisted candidates were called to present to the PMC on February 16, 2017. Both the firms were asked to re-submit their proposals after incorporating the comments/suggestions made by the PMC.

The revised proposals on EGR study submitted by two selected firms— Management & Development Centre and Info Tech—were rated as below average by the Project Management Committee (PMC) on the basis of the quality of technical proposal and capacity of proposed research team to undertake the assignment. Considering the situation where two rounds of issuing Request for Proposals had not yielded the desired results, PMC suggested that research institutions which had a strong technical capacity and experience in the required field be contacted directly to submit proposals, if they were interested. In this regard, Oxford Policy Management (OPM) and Aga Khan University Institute for Educational Development (AKU-IED) were contacted. OPM did not show any interest due to the limited available budget for the study while AKU-IED agreed to submit a proposal and were invited to present after they submitted the proposal.

AKU-IED team presented the proposal. AKU-IED was requested to submit a revised proposal in accordance with the comments/suggestions made by the PMC. The revised proposal was evaluated and approved by the Evaluation Panel. AKU-IED was requested to submit the financial proposal.

In April, as per the recommendation of the Project Management Committee, Aga Khan University Institute for Educational Development (AKU-IED) was awarded the study on Early Grade Reading (EGR) Innovations for Quality Education: Prospects for Scaling Up. The EGR study focuses on the interventions that are being implemented by Sindh Reading Program (SRP). An introductory meeting of the AKU-IED team was held with SRP on April 28, 2017. SRP also facilitated an introductory school visit in Karachi for the research team. A meeting with the AKU-IED research team, SCDP and SRP was held to discuss the sampling framework on June 8, 2017. Subsequently, a meeting with the AKU-IED team and SRP was held to finalize the sampling of schools. During this quarter, the AKU-IED team also submitted an Inception Report for the study that mainly covered the literature review, research methodology, and the revised work plan. As per the revised work plan, the study would conclude by

January 31, 2017.

In July, The AKU-IED research team held a meeting with SRP to identify the sample schools as per the sampling framework developed earlier in May 2017. SRP was requested to provide data on the EGRA results for the identified schools, which included both the control and experimental schools.

In August, a meeting of SCDP team was held with AKU-IED to discuss the progress of work. AKU-IED informed that the data on EGRA results and assessment tools required for quantitative analysis was yet to be provided by SRP. SCDP asked SRP to provide the data. SRP informed that they have already requested approval from School-to-School (STS), their subcontractor for sharing the data.

In September, SCDP consistently followed up with SRP to ensure that EGRA data and assessment tools were shared with the research team. SCDP COR's support was instrumental in receiving approval for the research team to receive the required data and tools needed for data collection and analysis. The data collection process will start as soon as access to data and tools is provided by SRP. Meanwhile, field work for qualitative data collection was initiated in Karachi.

Research Dissemination Strategy

A brainstorming session on Research Dissemination Strategy was held on May 16, 2017. Participants included research teams of both the studies, SCDP team and representatives from PMIU and USAID, to discuss the key elements of research dissemination, targets audience and communication channels with a particular focus on the studies being conducted. The participants shared their views and experiences about using research findings in a strategic manner to influence policy making and awareness-raising.

Work on the preparation of research dissemination strategy continued during July. Working draft of the strategy document was submitted by the consultant, Dr. Shakil Ghori. The draft was reviewed and discussed in a workshop held on July 26, 2017. Following the review of strategy document, the participants were involved in a group work exercise. Keeping in mind the objectives and key research questions of both the studies, the participants identified a set of target audience for each question along with appropriate channels/tools of communication for various types of audience. In August, Draft Research Communication Strategy was submitted by Dr. Shakil Ghori. It was shared with stakeholders in September.

Capacity Building Support to SELD

An orientation workshop on the activation of R&D Unit of SELD was held on November 17, 2016. The purpose of this workshop was to familiarize PD&R staff and other units/directorates of SELD regarding the activation of R&D Unit, its objectives and the support of SCDP, and to identify the potential areas of research that may form the basis for annual work planning of R&D Unit. These two deliverables were then put temporarily on hold as the relevant staff was not available at R&D unit to participate in capacity building exercises.

In July 2017, SCDP prepared a concept note regarding an alternative plan for research capacity building of SELD, the team decided to hold meetings with various attached organisations/units of SELD. A meeting was scheduled with the Directorate of Curriculum, Assessment and Research for July 27, 2017. However, it was cancelled and rescheduled for August. The COP also held a meeting with the head of Curriculum Wing, SELD to discuss the alternative plan. The proposal of an alternate plan for SELD's capacity building was discussed in the meeting of Project Management Committee held on August 15, 2017. T. A letter to the Secretary SELD was sent to further pursue this matter. In September, A concept note of alternate plan for SELD's research capacity building was submitted to the Secretary who nominated Dr. Fauzia Khan, Head of Curriculum Wing as the focal person. The team met Dr. Fauzia Khan to discuss the way forward on this task. The attached organizations and units of SELD to be involved in the capacity building activities were identified. These included DCAR, PITE, STBB, STEDA, Directorate PDR and Directorate of Teachers Training Institutes. It was decided that an orientation meeting would be held on October 4, 2017.

Communication Support by SCDP
Editorial and desk-top publishing support to PMIU was provided on quarter newsletter and other communication outputs.

Two meetings of SBEP Communication Group were held in January and February 2017. A Communications Associate was hired during January 2017 to work on implementing Research Communication Strategy and for providing support to PMIU for implementation of SBEP Communication Strategy. A meeting was also held with Manager Communications PMIU to have detailed discussion on the nature and scope of SCDP's support to PMIU regarding the implementation of SBEP Communication Strategy.

In order to boost up posts on SBEPs' Facebook page, two shortvideo posts were selected on a trial basis including 'School based activities in GHS Abad Lakha Sukkur' and 'A girl child expressing delight at her new school building'. The first post reached more than 28,000 people and the video was watched by 6,000 viewers. About 32,000 people saw the second post and 7,800 people watched the video.

Desktop publishing support was provided to PMIU for backdrop/panels to be placed on the SBEP staff at Karachi Literature Festival (KLF).

SBEP Communication Group's meeting was held on April 12, 2017, in which the main agenda item was revamping the SBEP's website. A Search Engine Optimization (SEO) Audit conducted by SCDP was presented in the meeting. SCDP was also requested to provide support to SBEP for identifying a web developer to undertake the assignment of revamping the website.

A proposal for revamping SBEP's website was obtained from a consultant and shared with SBEP in April 2017. It was decided that SCDP would explore the options for providing support once a formal request was received from SBEP detailing the objectives of assignment and the nature of the work to be undertaken.

A meeting among the CoP, SCDP communication person and the Manager Communications PMIU was held on May 29, 2017, to discuss the nature and scope of SCDP's support to PMIU regarding the implementation of SBEP Communication Strategy. It was agreed that SBEP should have an integrated communication work plan for implementation of SBEP communication strategy.

In this regard, a proactive approach was adopted by SCDP that involved a series of weekly meetings of SBEP Communication Working Group; three of such meetings were held between April to June 2017. All the implementing partners prepared and shared their initial communication work plans in accordance with the objectives of SBEP Communication Strategy, which provided a base for the integrated work plan. Implementation plan for some of the proposed activities that were deemed urgent was agreed upon. These activities included preparation of a short document (brochure) and a short video on Frequently Asked Questions on EMO initiative, review of SBEP website from the communication perspective, and short videos on the achievement of various segments of SBEP.

A detailed review of SBEP website was conducted by SCDP team. A proposal for revamping the SBEP website was submitted to PMIU. Work on improving the website will be initiated after approval from PD-PMIU.

In August, SCDP team held a meeting with PD-PMIU on revamping the SBEP website. SCDP had already conducted a detailed review of SBEP website from a communication perspective. The PD asked the Communication Manager PMIU to prepare a strategy paper for initiating the process. Subsequently, SCDP team held a meeting with the Communication Manager and provided support for preparing the strategy paper.

A strategy paper for initiating the process of revamping the SBEP website was submitted by the

Communication Manager PMIU to the PD, which was approved by him. Draft ToRs for hiring firms and individuals for web-development were prepared. The team plans on advertising for the position after the ToRs are finalized which will be advertised after finalization.

An advertisement inviting Expression of Interest for producing short videos on SBEP and SCDP initiatives was published on the SPDC website. The team also shared the advertisement with PMIU and Implementing Partners to disseminate the advertisement among their contacts. The team received EoIs from six firms and individuals. The firms are being reviewed and shortlisted firms will be contacted shortly for a pre-bid conference.

Challenges

- The development of the research capacity of SELD was a challenge since adequate and relevant staff was not available at R&D unit.

- The access to EGRA data and assessment tools remains a major challenge. Although a formal approval has been provided by USAID to SRP in this regard, the data along with the tools has yet to be received by AKU-IED. The delay seems to be mainly due to the data sharing protocols that are managed by SRP.

- The advertisements for EOIs for video production could not be sent to local newspapers due to certain protocols that were being observed by newspapers in Pakistan then. This limited SCDP's ability to disseminate the advertisement in a wider circle. The advertisement instead had to be published on the SBEP website and the link was also shared with SBEP partners.

Component 4:	Strengthen capacities, systems, and policies of the E&LD to improve the education services in conjunction with the education reforms in Sindh

Total Number of Deliverables	16 (4-b-4 is a sub indicator)

Progress Status	
Completed	4
In Process	10
On-going	1
Pending	1
Not Started	-
On Hold	-

Deliverables	Indicators, Targets	Progress Activity Summary	Status
4-a-1 Capacity gap analysis with regard to PPP of ELD conducted and shared with ELD and USAID.	Number of Capacity Building Analyses conducted [Target=2]	Already Completed.	Completed
4-a-2 Assistance to the GoS provided to support PPP Unit/Node at the ELD to improve its capacity to promote, develop and implement PPP projects.	Rating of the PPP Node of the ELD to effectively carry out its mandate [Target=4]	Advisor PPP visits PPP Node Office on an almost daily basis and provides on-going support to Director PPP Node, as and when needed. Recruitment rules were recently notified.	On-going
4-a-3 Min. of 10 staff members involved in PPP with PPP Unit/Node at ELD, RSU and the FD trained in several aspects of PPP policy/regulatory framework and projects.	Refer to indicator 5	This Deliverable is on-hold since the start of project, as it is dependent upon hiring of PPP Node staff by the Govt. of Sindh.\n\nAs soon as the recruitment process of PPP Node is concluded and the officers and staff is on-board, the team shall work on this training deliverable.	On Hold
4-a-4 Standardized PPP tool kits and education sector-specific guidelines developed and disseminated.	Number of Standardized PPP Tool Kits developed [Target=1]	Subsequent to the series of consultative session on the draft of the PPP Guide & Toolkit, the final draft of the document has been approved by the Secretary, SELD dated September 28, 2017.	In Process

4-a-5 Education specific PPP management information system developed and support provided to the ELD for its effective utilization.	Number of Education Specific PPP MIS developed [Target=1]	A process concept note has already been developed and discussed internally. This entails a needs assessment of the stakeholders, which will be done through a series of consultative sessions.\n\nSecondary desk research work started on the existing websites and Management Information Systems that are being managed and used by SELD.	**In Process**
4-a-6 Support provided to ELD to institutionalize PPP best practices in education.	Number of Best Practices recommended to ELD [Target=TBD]	A detailed PPP Research Proposal for the study has been developed. A field visit to Sukkur and Khairpur was conducted between September 11 and September 14, 2017. During the visit a comparative analysis was conducted between public, private and PPP Educational institutes. Moreover, PPPs' best practices were identified and data in relation to them was collected. Data is being analyzed and field trips to other provinces are being planned.	**In Process**
4-b-1 Min. 800 govt. teachers (at least 30% females) participate in training sessions and demonstrate competencies in effective use of ICT in teaching-learning process at schools.	Number of teachers having completed training in ICTs [Target=800] (SCDP Target=at least 75 per district)	Total 352 (44%) Teachers trained\n\n(228 Male, 124 Female)\n\nFemales: 35.23%	**In Process**
4-b-2 Min. of 4,000 students (at least 50% girls) participate in training sessions to demonstrate competencies for using ICT as an effective tool in their everyday learning specially science learning.	Number of in school students having completed training in ICTs [Target=4,000] (SCDP Target= At least 400 per district)	Total 1,778 (44.45%) In-School Students trained\n\n(1,031 boys and 747 girls)\n\nFemales: 42.01%	**In Process**

4-b-3 Min. of 4,000 out of school children (ages 13-17) and adults (at least 35% females) residing in project villages participate in ICT literacy programs.	Number of out of school children having completed training in ICTs [Target=4,000] (SCDP Target= at least 400 per district)	Total 1,712 (42.8%) OOSC & Adults trained (720 males and 992 Females) Females: 57.94%	**In Process**
4-b-4 Min. of 1,000 out of school adolescent girls (ages 10-19) residing in project villages participate in ICT literacy programs. (Note: this indicator is a sub set of Sub-Obj-2.2.c above and its figures are included in the referred indicator)	Number of adolescent girls receiving skill development training (MSF 2.1.2b, MSF 4.1c, F-3.2.2-41; PPR) [Target=1,000]	Total 753 adolescent girls (75.3%) 10-19 years old trained in ICT basic skills. Adolescent Girls 100%.	**In Process**
4-c-1 Assist ELD to development of ALP policy focusing on private sector engagement developed as per rules of business of the GoS.	Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning [Target=1]	The NFE policy for Sindh has been approved by Sindh Cabinet on Oct 05, 2017 meeting.	**Completed**
4-c-2 Technical support provided to the ELD for the development of ALP policy implementation framework and its piloting.	ALP Policy Implementation Framework developed.	A consultation session with all stakeholders including NCDH held to finalize the Implementation framework	**In Process**
4-c-3 Best practices and lessons learned documented and disseminated to inform policy makers for further action.	Best practices and lesson learned document prepared [Target=TBD]	NFE Best practices plan was submitted to USIAD and that has been approved. A consultative meeting was held at the directorate to prepare plan to visit NFE centers in Sindh	**In Process**
4-d-1 Capacity need assessment conducted and shared with ELD and USAID.	Refer indicator-25.	TNA for all 3 tiers completed in June 2017 and shared with SELD.	**Completed**
4-d-2 Tier-1: Min. of Nine high-level provincial officials trained at a US based university to sharpen their skills and knowledge on cross-functional leadership and policy reforms.	Refer indicator-4.	Managed submission of course fee to Harvard Kennedy School - USA in respect of PD-PMIU for attending Executive Education training course "Leadership Decision Making" scheduled in October 2017.	**In Process**

4-d-3 Tier-2: Min. of ten managers and technical staff of ELD participated in a regional study tour to enhance their understanding of best practices in education and observed to be applying new knowledge for the implementation of education reforms in Sindh.	Refer indicator-4.	Detailed visit plan for Malaysia finalized with Malaysian Government.	In Process
4-d-4 Tier-3: Min. of 25 district level education managers from the target districts/towns trained and/or sent to inter-provincial exposure and observed to be contributing to the implementation and management of SBEP more efficiently.	Refer indicator-4.	Pre visit workshop conducted on September 9, 2017. Visit of KP and Punjab completed during September 10-15, 2017. The	Completed

Progress Update

Drafting of ALP Policy
One major achievement of SCDP was the approval of NFE policy from Sindh cabinet. The Process took almost a year to receive approval from the cabinet. The ALP Policy was launched un-officially in December 2016 which marked this deliverable as complete.

ALP Policy Implementation Framework
This deliverable is in process. The framework was drafted in Aug 2017. Modifications were added to the framework in consultation with other partners. Since the implementation framework is based on the NFE policy so it will be finalized by December 2017.

ALP Best Practices
This deliverable is in process. A comprehensive research proposal was developed in August 2017. The concept note was submitted to USAID for approval and has been approved. This deliverable in on track to be achieved by the January to March 2018 quarter.

Assistance to PPP Node
The greatest achievement in the PPP subcomponent was the notification of Recruitment Rules and Selection Committee for recruitment of staff of PPP Node. The Recruitment Rules had been pending for almost a year. This is an ongoing deliverable where SCDP provides support to PPP Node in all required tasks. More information about the assistance SCDP provides is found in the Activities section below.

PPP Guide and Toolkit
Another major accomplishment was the drafting and approval of the PPP Guide and Toolkit. The PPP draft toolkit was duly approved on 28th September, 2017. However, it was not disseminated during the reporting period. The deliverable is expected to be achieved in the October-December 2017 quarter.

PPP Best Practices
Another significant achievement was the field visit for the PPP Best Practices research. This deliverable is currently in process. The first field visit for this deliverable took place from September 11 to 14, 2017. The deliverable is expected to be achieved in the January to March 2018 quarter.

PPP MIS
This deliverable is currently in process. A concept note has been drafted to outline the activities needed for this deliverable. The deliverable is expected to be achieved in the January to March 2018 quarter.

Capacity Gap Analysis
The capacity gap analysis was completed in March 2016. The final version was completed in July 2017. This deliverable is now seen as achieved.

Training of Officials at PPP Node
This deliverable has been on-hold since the beginning, as it is dependent upon hiring of PPP Node staff by the Govt. of Sindh. As soon as the recruitment process of PPPP Node is concluded and the officers and staff is on-board, the work on this training deliverable will commence.

ICT Training
Major achievements were also made in training teachers, students and out of school participants in ICTs. This deliverable is currently in process and 352 teachers have been trained out of a total of 800 teachers. Thus, 44% of the target has been achieved. 1778 students have been trained out of a total of 4000 students. Thus, 44.45% of the target has been achieved. This deliverable is currently in process. 1712 out of school learners have been trained out of a total of 4000 participants. Thus, 42% of the target has been achieved.

Moreover, another achievement is that the gender equity target has also been achieved in the training of teachers and out of school participants. The majority of the out of school learners are females thus exceeding the target requiring 35% of the learners to be females. Additionally, 35% of the teachers are trained compared to the target of 35%. 57.94% of out of school learners are females.

A total of 753 adolescent female participants between the ages of 10 and 19 were also trained as a subcomponent of the out of school training deliverable. Thus, 75.3% of the target was achieved.

Capacity Needs Assessment of Officials
This deliverable was achieved in June 2017 when the Capacity Needs Assessment of all potential officials to receive training had been conducted.

Tier 3 Training of Officials
A major achievement in Component 4 was that 30 government officials were sent to KPK and Punjab from September 10 t0 15, 2017. The deliverable was completed upon their return from the field.

Tier 1 Training of Officials
This deliverable is in process. A total of 5 officials have been sent to Harvard Kennedy School and preparations are being made to send a 6th official on the trip. This deliverable in on track and will be achieved by January to March 2018 quarter.

Tier 2 Training of Officials
This deliverable is in process. Component 4 made preparations to send 10 officials to Malaysia. This deliverable is expected to be achieved in the October-December 2017 quarter.

Major Activities during the Year
Following are the major activities during the year 2016 – 2017:

Assistance to PPP Node

One of the major accomplishments of the year was the making and the consequent notification of Recruitment Rules for recruitment of staff of the PPP Node. A Note for Chief Secretary, Sindh, was initiated by the then Secretary in November, 2016 for framing of Recruitment Rules of PPP Node, SELD. Soon after the approval from the Chief Secretary, the Secretary SELD was transferred.

The next Secretary desired to initiate a new Note for Chief Secretary, which was drafted by PPP Node with the help of SCDP, due to certain reservations on the previous approval. The Note was initiated in January 2017 and got duly approved by the Chief Secretary, Sindh. Subsequent to the approval, the Secretary instructed that the competent forum for this approval was the Chief Minister, and not the Chief Secretary, therefore, a Summary for Chief Minister, Sindh, was to be initiated. The Summary for CM was drafted by PPP Node with the help of SCDP. By the time, the Summary reached the Secretary through Note Sheet, the Secretary got transferred.

By the time the next Secretary took over, the Government of Sindh had re-constituted the Recruitment Rules Committee – I by Orders of the Honorable Supreme Court. It was now chaired by Secretary (I&C), SGA&CD instead of the Member Sindh Public Service Commission. A letter of invitation was sent to the Chairman of the Committee to convene the meeting. The meeting was finally convened and the Minutes said that contractual recruitment does not fall under the domain of the Recruitment Rules Committee, the point that was argued upon day one. A Legal research on the process of recruitment of contractual employees, which included the approval of Recruitment Rules was conducted, and a brief Note was prepared on the process of contractual recruitment of employees in Government of Sindh.

Subsequent to the decision through the Minutes, the Secretary SELD finally notified the Recruitment Rules for market based recruitment of the PPP Node dated 8th September, 2017.

In the meantime, Selection Committee had to be notified for market based recruitment of the PPP Node. The approval was sought from the Chief Secretary through Note for Chief Secretary, which was drafted by PPP Node with the help of SCDP. Following the approval, the Selection Committee was also notified dated 8th September, 2017.

Following the above notifications, SCDP drafted a letter to be sent to Sukkur IBA from SELD for running the recruitment process of PPP Node, which was sent by the department on September 19, 2017.

In December 2016, a meeting was conducted with an Estate agent to discuss the options for the office space of the PPP Node. In January 2017, the team conducted several meetings with the PPP Node and School Education Department on renting an office space. One of the first tasks undertaken, as a result of those meetings, was the formation of a Procurement Committee to handle the procurement of good and services (specifically to pay the real estate fees associated with renting the office). The Procurement Committee was notified on January 25th, 2017. In a follow-up meeting with the Secretary of Education, the Procurement Committee was withdrawn in the first week of March 2017, because it was erroneously believed that the correct due process had not been followed for notifying the Committee. However, after a detailed meeting with the Secretary, the misunderstanding was cleared and the notification of the Procurement Committee prevailed to be valid and operative. A few potential office spaces were shortlisted in March. In April, the issue was raised in a meeting with Secretary SELD and PD PMIU, where it was proposed that the Bungalow/Office Space of Monitoring & Evaluation (M&E) be vacated, as they needed a larger space. Therefore, the office space might be given to PPP Node for its operationalization. The Director PPP Node was satisfied with the proposal and was asked to wait for a short while till the M&E team vacated it. In a follow-up meeting, Secretary SELD indicated that he preferred having all the offices in one place so he suggested to PD PMIU to shift the office of PMIU and the PPP Node to the same State Life Building. Director PPP Node, under the support

of SCDP, had requested a visit to the proposed office of PPP Node in the identified State Life Building.

Under support to PPP Node, SCDP prepared the Note Sheet for handing over the management of Teacher Training Institutes/Centers to EMOs under the PPP framework, which was duly approved by the PPP Policy Board. SCDP also drafted Note Sheet and a Draft Notification for the constitution of Complaints Redressal Committee (CRC) for the EMOs Reform Project under PPP mode.

In the April to June quarter, the team continued to provide other support to the PPP Node SCDP drafted Note Sheet and Draft Letter for Finance Secretary from SELD for the allocation of funds for SELD-PPPs/EMOs in the budget of coming FY 2017-18. SCDP followed up with the Finance Department, Govt. of Sindh for the release of this year's budget for SELD-PPPs/EMOs, which was eventually released to the SELD.

Moreover, SCDP assisted the Director Education PPP Node in having his contract renewed, which was successfully extended for one year via notification dated June 19, 2017. It also presented the Fund Flow of payments to EMOs, including Escrow Mechanism, to the Secretary SELD and PD PMIU, and further supported the PPP Node in getting the non-cheque book system approved for payments from Escrow Account(s) to Project Account(s) for the EMOs reform.

Under support to PPP Node, SCDP prepared the Expression of Interest (EoI) and Draft Letter to SPPRA for procurement of consultant/transaction advisors for Teacher Training Institutes / Centres under the PPP mode. SCDP also drafted the summary for Chief Minister for the launch of Cambridge and Comprehensive Schools Project in Sindh under PPP mode. The approval from the CM will subsequently be ratified by the PPP Policy Board.

In August, the team drafted Summary for Chief Minister for the revision of budget (salary and non-salary both) of PPP Node, SELD. SCDP also drafted the Note Sheet on the matter which was approved by the Senior Director PPP Node.

PPP Guide and Toolkit
The first draft outline of the PPP Toolkit was prepared and shared with the stakeholders for their review and comments. In the April to June quarter, the first draft of PPP Guide & Toolkit was prepared and shared internally for review and comments. A Consultative Session on the first draft of PPP Guide & Toolkit was held at the PMIU dated June 16, 2017. Following were the participants of the session:

i)   Program Director, PMIU-SBEP
ii)   Director General, PPP Unit, FD
iii)   Director Legal, PPP Unit, FD
iv)   Director Finance, PPP Unit, FD
v)   Director Education PPP Node SELD
vi)   Chief of Party – SCDP
vii)   Team Leader (Education, Reforms & Policies) – SCDP
viii)   Advisor PPPs – SCDP
ix)   Associate PPPs – SCDP

Following the first Consultative Session, the revised draft document of PPP Guide & Toolkit was shared with all the participants for their further input.
Second Consultative Session on the PPP Guide & Toolkit was held at PMIU on August 11, 2017. The participants of the session included the following:

i)   Program Director, PMIU-SBEP

ii)   Senior Director, PPP Unit
iii)   Director Legal, PPP Unit, FD
iv)   Director Finance, PPP Unit, FD
v)   Assistant Director, Legal, PPP Unit, FD
vi)   Director Education, PPP Node, SELD
vii)   Director (Admin/HR/Accounts), PPP Node, SELD
viii)   USAID SCMP team
ix)   USAID SCDP internal team

Following the Second Consultative Session, the revised draft document of PPP Guide & Toolkit was shared with all participants for further input. The third and last Consultative Session was planned for the first week of September. The team had planned to launch the toolkit at the end of September.

The Third Consultative Session on the PPP Guide & Toolkit was held at PMIU on Tuesday, September 12, 2017. The participants of the session included the following:

x)   Program Director, PMIU-SBEP
xi)   Education Expert, USAID
xii)   Senior Director, PPP Unit
xiii)   Director Legal, PPP Unit, FD
xiv)   Director Finance, PPP Unit, FD
xv)   Assistant Director, Legal, PPP Unit, FD
xvi)   Director Education, PPP Node, SELD
xvii)   Director (Admin/HR/Accounts), PPP Node, SELD
xviii) USAID SCMP team
xix)   USAID SCDP internal team

Following the third consultative session, the revised draft of the document was shared with all participants for further input with a deadline of September 25, 2017, so that final draft could be sent for approval. Consequently, a letter was sent to Director PPP Node requesting approval of the PPP Guide & Toolkit from the Secretary. The final draft of the PPP Guide & Toolkit was successfully approved by the Secretary SELD on September 29, 2017.

PPP MIS
A concept note for PPP MIS was developed. This entailed a needs assessment of the stakeholders, which was done through a series of consultative sessions. The team started preliminary desk research on the existing websites and Management Information Systems that were being managed and used by SELD.

PPP Best Practices
First Draft Outline of the PPP Best Practices was developed and discussed internally in June. In July, Research Proposal of the PPP Best Practices was developed and shared with USAID. Preliminary research work for Sindh was also initiated. In this regard, SEF was chosen as the first potential case study and meetings were held with the SEF senior executives and program management team. Documents regarding PPP interventions are also being reviewed.

For the second case study for Sindh, meetings were held with the Book Group management including Associate Executive Director and Chief Executive of the organization. A detailed PPP Research Proposal for the study was developed. A Field Objective document was also developed, which included questionnaires for focus group and interviews. The team also met with Sindh Education Foundation twice in August to plan out the field visit. The first field visit took place from September 11 to September 15, 2017. Preliminary findings were discussed internally.

Teachers Trained in ICT

In the reporting year, 250 teachers were trained in 6 project districts. Thus, a total of 352 teachers were trained out of a target of 800 teachers. 228 teachers were male and 124 were female. Thus female participants were 35.23% of the total teachers trained. Thus, 44% of the target has been achieved. The table below describes the details of the training:

Sr#	Date	District	No of Male	No of Females	Total
1	Oct-16	Jacobabad	13	13	26
2	Oct-16	Khairpur	9	7	16
3	Oct-16	Jacababad	15	0	15
4	Nov-16	Kashmore	10	0	10
5	Nov-16	Dadu	15	0	15
6	Dec-16	Larkana	10	4	14
7	Mar-17	Sukkur	0	12	12
8	Mar-17	Sukkur	5	7	12
9	Mar-17	Khairpur	12	0	12
10	Mar-17	Dadu	12	0	12
11	Mar-17	Jacobabad	12	0	12
12	Mar-17	Jacobabad	0	12	12
13	Mar-17	Larkana	12	0	12
14	Mar-17	Sukkur	17	4	21
15	Apr-17	Sukkur	7	21	28
16	Aug-17	Larkana	12	9	21

Students Trained in ICT

In the reporting year, 1148 students were trained in 6 project districts. A total of 1778 students were trained out of a total of 4000 students. 1031 total students were boys and 747 were girls. Thus, 42.01% of the total were female students. 44.45% of the target has been achieved. The table below describes the details of the training:

Sr#	Date	District	No of Male	No of Females	Total
1	Oct-16	Jacobabad	25	25	50
2	Nov-16	Jacobabad	50	25	75
3	Dec-16	Dadu, Jacobabad & Kashmore	50	0	50
4	Jan-17	Dadu, Jacobabad, Larkana & Kashmore	85	0	85
5	Feb-17	Khairpur & Sukkur	144	82	226
6	Feb-17	Khairpur & Sukkur	146	80	226
7	Apr-17	Khairpur & Sukkur	52	48	100

| 8 | Aug-17 | Khairpur, Larkana & Jacobabad | 64 | 100 | 164 |
| 9 | Sep-17 | Khairpur, Larkana & Jacobabad | 80 | 92 | 172 |

Out of School Learners Trained in ICT
A total of 1114 students have been trained in the project year in six districts. Thus, a total of 1712 out of school learners have been trained out of a total of 4000 participants. 720 participants and 992 participants were females. Thus, 57.94% of the participants were females. This is more than 35% female target required by the deliverable. 44.8% of the target has been achieved. The table below describes details of the training:

Sr#	Date	District	No of Male	No of Females	Total
1	Oct-16	Jacobabad	25	25	50
2	Nov-16	Jacobabad	50	25	75
3	Dec-16	Dadu, Jacobabad & Kashmore	50	0	50
4	Jan-17	Dadu, Jacobabad, Larkana & Kashmore	84	0	84
5	Feb-17	Khairpur & Sukkur	80	146	226
6	Feb-17	Khairpur & Sukkur	69	152	221
7	May-17	Khairpur & Sukkur	57	41	98
8	Aug-17	Khairpur, Larkana & Jacobabad	27	127	154
9	Sep-17	Khairpur, Larkana & Jacobabad	36	120	156

Drafting of ALP Policy
The 11th version of draft NFE/ALP Policy was discussed in detail with the sub-Committee of NFE Task Force on ALP Policy Development on 20th Oct. 2016. The feedback received was incorporated in the 12th draft. The twelfth and final draft of NFE/ALP Policy was completed in December 2016. Situation analysis and policy document was finalized for printing as the two key knowledge products of component 4-c. The launch of the NFE Policy was held on December 7, 2016. More than a hundred people attended the launch where stakeholders discussed the final NFE policy.

The team prepared a draft summary of the NFE policy for the approval of of CM in December 2016. The summary was with Secretary School Education and Literacy Department. The team also provided assistance to the NFE Directorate to prepare notes on file and submit file to the line officers of SED for processing approval of the CM.

In January, the team provided support to Directorate of Literacy & NFE, in preparing Notes on file and draft Summary for the Chief Minister seeking approval of the ALP/ NFE policy. CM Secretariat provided feedback with directions to seek comments from Secretaries of Finance department, and Boards and Universities. SCDP also assisted Sindh Education Department in issuing letters to Secretary Finance and Secretary Boards and Universities for their comments on draft policy. Technical support was provided to Directorate of Literacy & NFE on preparation of Notes on file and for release and utilization of current financial year's ADP allocations for twin schemes of opening 100 Literacy Centers and 50 NFE Centers under PPP mode in 5 districts of Sindh.

A delegation of officers of SCDP headed by Mr. Asad Ali Shah, Managing Partner- Deloitte and Engagement Leader-SCDP along with Mr. Lila Ram- COR, had an exclusive meeting with the new

Secretary School Education Department on Jan. 18, 2017 to brief him on ongoing vital activities under the Project.

In April, comments were received from the Finance Secretary on NFE policy. The team provided support to Directorate of Literacy & NFE, in preparing Notes for file and draft Summary for the Chief Minister seeking approval of the ALP/ NFE policy. CM Secretariat returned it with the directions to seek comments from Secretaries of Finance Department, Boards, and Universities. SCDP assisted Sindh Education Department in issuing letters to Secretary Finance and Secretary Boards and Universities for their comments on draft policy. Letters that contained comments on NFE Policy were obtained from Finance Department, GoS and Board and Universities section/ STEVTA after persistent follow up.

SELD sent a letter to the Secretary-GA to place the NFE policy item on the agenda of Sindh Cabinet meeting. A power-point presentation on the ALP/NFE Policy was prepared for the Cabinet and shared with Secretary SELD. Moreover, a draft working paper for Cabinet meeting had also been prepared and submitted to Secretary for his approval.

The Cabinet meeting was expected to meet in the first week of October 2017 to discuss and approve NFE policy..

ALP Policy Implementation Framework
In April 2017, discussions on Implementation Framework and Result Framework for NFE policy with Directorate NFE were made. Meetings with Director PPP were held to check the possibility of Non-Formal Education schemes through PPP.

Draft Implementation Framework of ALP/NFE Policy was prepared and shared with the Directorate and USAID and initial discussions were held with both stakeholders. An exclusive meeting of Sub-Committee of NFE Sub-Committee on Policy was arranged on May 25, 2017 at SCDP premises, in which Implementation framework was discussed and reviewed by the participants.

Two consultative sessions were arranged during July 2017, with NFE Policy sub group of NFE Policy Task Force, to review, improve and finalize the draft NFE Policy and its Implementation Framework. A PowerPoint presentation was also made to the Secretary SELD on July 25, 2017 on NFE policy, as he had to present it before the cabinet for its approval.

In July 2017, support was provided to the Directorate of Literacy & NFE to develop PC-1 for skill training with literacy. A power-point presentation was also made for the Secretary SELD on NFE policy, as he had to give a presentation before the cabinet for its approval.

In August 2017, 5 meetings of sub-group were arranged to review, improve and finalize the draft NFE Policy and its Implementation Framework. A presentation was made for Secretary SELD to brief him about the NFE policy. Furthermore, a power point presentation and working paper on ALP/NFE Policy was prepared and sent to DS Cabinet, Government of Sindh through Secretary, and SELD for placing NFE Policy in next meeting of the Sindh Cabinet for consideration and approval.

The implementation framework will be finalized by December, 2017 as it has links with the NFE policy.

ALP Best Practices

A concept paper was prepared to further unpack the ALP/NFE best practices. An outline for the document was also developed. The concept note was approved by USAID. . Based on the plan prepared to develop NFE best practices, organizations were contacted so that visits to their NFE centers could be arranged to document the program.

Capacity Needs Assessment of Officials
TNA was conducted for Secretary Finance, PD PMIU and Minister Education & Literacy Sindh for the common selected course at HKS scheduled for February 12, 2017. Chief Secretary, whose formalities had been completed with TNA, was transferred from Sindh, rendering the processing done by SCDP futile .

TNA exercise was completed for Tier II and Tier III Officials of SELD for regional and inter-provincial study visits. The report was completed on 30th November, 2016 by the consultant and was shared with USAID.

Tier 1 Training of Officials
For third batch of Tier-1 Officer training at Harvard Kennedy School- Harvard University, USA, following pre-departure formalities were completed / processed during this month: The Study visit forms of Mr. Waseem were processed, SRFI of ACS was arranged by SCDP COR, TNA and course selection requirement of Chief Secretary was met, Itinerary finalization was processed for Mr. Waseem ACS Sindh, and a pre –departure orientation for Mr. Mohammad Waseem ACS-P&D Sindh, was held at P&D Committee Room on November 10, 2016 in the presence of USAID senior program managers/advisers for Pakistan and Sindh, Dr. Randy Hatfield & Chris Steel. Mr. Waseem successfully completed his course and returned to Pakistan on November 22, 2016.
In January 2017, almost all pre-departure formalities were completed for Minister Education & Literacy, Chief Secretary and Finance Secretary GoS for the February, 2017 session. However, none of them could be accommodated in February session of HKS training. Their registration was submitted to HKS for the same course to be held in October 2017. All of the officers were advised to get themselves registered for October 2017 session of the same course.

In July, SCDP facilitated the registration of PD-PMIU for the Executive Education course "Leadership Decision Making" scheduled from October 15-October 20, 2017. The SELD formally nominated the Program Director, PMIU for the Tier-I visit in August. SCDP facilitated this process by getting a No Objection Certificate signed by Secretary Education. After the formal nomination, SCDP supported PD PMIU in submitting paperwork related to J-1 visa, DS-2019 and acknowledgement of training objectives. SCDP also supported PD PMIU by assisting him in the process of enrolling in an American health insurance plan for the duration of his stay in USA. He was scheduled to leave on October 13, 2017.

Tier 2 Training of Officials
In April, a proposal for Tier-II Training in regional countries was developed and submitted to the PD PIMU. In May, the proposal was developed and submitted to the PMIU for seeking approval of Secretary-SELD. A meeting also took place with PD PMIU in which he was briefed about the tier-II and tier-III trainings/exposure visits.

In July, Secretary SELD proposed a list of 13 Officers (against 10 persons mentioned in the SCDP Contract) for a regional visit which required the approval of USAID within the available budget. On finalization of the list of 13 officers by Secretary SELD for the Tier-II study exposure tour to Malaysia and Vietnam, contacts were made with Ministries of Education of both countries for nominating some focal persons before starting official correspondence. These nominations were received from both countries.

In July, nominations of focal person(s) liaising with SBEP for the visit were received from both countries and official communication will be initiated shortly. Draft letters for both countries were prepared and sent to PD- PMIU for further processing.

In August, the concerned Ministries of Vietnam and Malaysia were contacted. Letters were drafted and submitted to the Secretary-SELD for initiating official correspondence with both the foreign Ministries to facilitate the visit. The visit plan with Malaysian Government was finalized. But in September, on request from SELD, SCDP requested Malaysian government to revise the schedule visit from November 20, 2017. The summary for CM has been sent to SELD to get approval of Minister for Education to Malaysia and a note for CS has also been floated to seek approval/NOC of other SELD officials to visit Malaysia from Nov 20-24, 2017.

Tier 3 Training of Officials

In April, Proposal for Tier III training was developed. For Tier-III training/ inter-provincial exposure visit of district level education managers, approval of Secretary SELD was obtained for proposed nomination of 13 officers of SELD to Punjab and 13 officers to KP, as part of capacity development support under SCDP. The team facilitated Secretary SELD in approving the proposed nomination of 13 officers of SELD to Punjab and 13 officers to KP. A pre-visit assessment for Tier-3 officers was conducted. A detailed study/ concept note was prepared to suggest the selected provinces. Approval of Secretary SELD was obtained on the proposed nomination of 30 officers, which was sent to Punjab and KPK.

A letter was sent by Secretary SELD, Sindh to Secretary (s) Education of KPK and Punjab for facilitating the scheduled visits. Planning began for the pre visit workshop and trip in August. A pre visit workshop related to Tier 3 training was held on September 9, 2017 where SCDP discussed the main reasons behind the visit and the visit plan.

Following the workshop, SCDP arranged the visit of 30 government officials to Punjab and KPK from September 10-15, 2017. 25 officers were District Officers and 5 officers were Provincial Officers. 13 officers visited KPK and 17 officers visited Punjab. 2 officials had previously received training in monitoring and evaluation and thus were not included in the total reported SBEP indicators.

Challenges

- There continues to be a delay in recruiting employees at the PPP Node which means that SCDP team cannot conduct capacity training. Notification of Selection Committee was approved by the Chief Secretary for the hiring of PPP-N staff. However, the selection committee also needs to be notified by S&GAD- Government of Sindh, thus further delaying the process.

- Continuation of training of teachers, students and OOSC & adults in basic skills of ICT under SCDP has been disturbed, owing to the non-availability of IT Labs in SBEP schools. The training will only resume once the procurement of 96 Laptops is received through CMP.

- Under Tier-1 officials' study tour to HKS-USA, Minister, Education & Literacy and the Chief Secretary, GoS showed their inability to attend HKS Executive Education course in October 2017 due to their pressing engagements.

3. Operational Updates

Human Resources

Major Activities

One major HR related change was that the Chief of Party left her position on December 31, 2016. The team began the process of recruiting a new COP and Abdus Sami Khan was selected. He was appointed on March 20, 2017.

After the previous PPP Advisor left, a new PPP Advisor, Sanjai Talreja, was hired in December and began work on December 15, 2017. A new Team Leader for Administration and Logistics, Major Faheem Shaikh, was appointed on February 27th, 2017. The hiring process for the Monitoring, Evaluation and Research, Team Leader, Dr. Fatima Dar, was also approved internally by SCDP in the January to March quarter and her name was sent for vetting to USAID. She was appointed on April 26, 2017.

Several other personnel were also hired during the year which required consistent support from HR. A notable achievement during the year was the greater gender ~~equity~~ balance in the SCDP team with the appointment of a female team lead for M&E &R and a female senior M&E officer and PPP Associate.

The provision of assistance to PMIU hiring also continued consistently throughout the year and some critical positions have been filled, which were previously vacant or not envisaged in the PC1. One successful hiring has been the HR manager at PMIU who has started recruiting more people in his unit.

Currently, the HR team is working to replace Team Leader Education Reform and Policies who left SCDP on August 31, 2017.

Challenges

- The foremost challenge was the fixed budget against key positions. This made it difficult to attract good talent on a limited budget for these positions.

- Another challenge was that often candidates were not willing to accept relatively short-term positions. As the project is scheduled to end in August 2018, SCDP could (and can) only offer a commitment for a little over a year which made most candidates reluctant to pursue the job application process further.

- One of the key challenges encountered by the human resources department was the length of time taken for the vetting process. The appointment of the new Chief of Party took almost a month to be approved by USAID. However, relationship building with USAID staff has eased this process to some extent and hopefully, vetting processes will not be this long for new hiring in the next quarter.

Logistics and Administration

Major Activities

During the year, the team provided consistent logistical support for the quarterly monitoring visits by the M&E team, the ICT training visits, government officials meeting, USAID meetings and various office functions. Despite being provided with short deadlines, which at times were inevitable, the team carried out the tasks in a timely manner.

The team organized a hiring activity for PMIU with Component 1. Standards of Procedure was created for this activity and a number of key SCDP employees were engaged to ensure the activity was efficiently and effectively conducted

For improvements of office facilities; an overhead water tank was installed in the washrooms to store water to overcome shortage issues when supply from main line is interrupted, a 40″ LED monitor with allied equipment was installed for monitoring the CCTV cameras, and for internet connectivity; routers were installed with connections provided.

Another achievement for the Administration, Logistics and Security Team were the revamping of the staff seating capacity due to increasing staff members in the SCDP team. The team installed new workstations, re-carpeted the office area, and installed double windows in the conference room for sound proofing. The team carried out fumigation of the premises and updated the SOPs on Security.

The Admin Team provided administrative support and provision of stationery, food, etc. for the 'Conference on NFE and ALP Policy for Sindh' at the Tughlaq House. The Admin Team also arranged a seminar on the same subject at Avari Hotel, Karachi and arranged Tier 2 & 3 trainings at "Government College of Education, FB Area, Karachi" and "Government Elementary College of Education (Women), Sukkur".

The team also organized several events duing the year. The Launch of NFE Policy was held in December 2016. 'Annual Progress Review Meeting' of SCDP was held at the Beach Luxury Hotel on August 29, 2017. A Pre-Visit Workshop for Tier 3 training was arranged at PMIU premise on September 9, 2017. The Admin Team was also involved in arranging their air tickets and hotel bookings for Lahore, Bahawalpur and Peshawar. SPDC was asked to set up a stall at the Inauguration Ceremony and Validation of OOSC held at Sukkur on September 18, 2017. The individual and necessary items were all arranged and dispatched on time. On September 27 & 28, 2017, 'Training on Manuals' event was arranged at the Movenpick Hotel which was attended by approximately 75 people every day.

In the upcoming year, some of the major plans include creating more office space through rearrangements in the present setup, installation of an additional air conditioner, a bigger generator, security door, and a fire alarm system. SCDP also needs to hire more support staff. The hiring is in development currently.

Challenges

- A challenge during the quarter was the delay in approvals for expenses, which sometimes decreased the speed of the work at SCDP. One of the reasons identified by the team was a lack of follow-up by SCDP staff to check with Deloitte's Procurement Department about the approval of expenses.

4. Reflections

i) Bringing Back Children to School through the Use of ICT

"When I used the computer for the first time, I really liked it. I had never used a computer before this. I want to do a diploma in ICT after this."

17-year-old Aqib Hussain is a resident of the Allah Dino Amir village in district Khairpur. Even though Aqib wanted to study further, in 2014, he had to discontinue his education after tenth grade because of financial issues in the family. Instead, he had to help his father at the farm to make ends meet.

More than half of the working population in Khairpur is associated with farming and agriculture and the majority of this population is not literate. Given such circumstances in the area, it was difficult for Aqib's father to cover both living costs and the education expenses of his children.

The financial condition of Aqib's family eventually improved but this meant that Aqib's connection with education was disrupted which made it difficult for him to go back to school. It was around this time that Aqib got to know through a friend that an Information and Communications Technology training was being held by USAID in a nearby village. He was always fascinated by computers but never himself had the chance to use one. This fascination led him to attend the ICT training which was being conducted in Government Boys High School, Tando Mir Ali. Aqib would travel for an hour and 30 minutes every day to attend this training but his determination was inspirational.

After attending the training, Aqib expressed that the exposure had reinvigorated his passion for continuing his education and he intended to enroll himself in college.

Aqib's story is unique but it points towards a larger phenomenon as well. Thousands of children not only in Khairpur but across Sindh, drop-out every year. Programs such as the one mentioned earlier not only provide ICT skills to such students but also inspire them to continue their education. When these individuals go back to their communities, they serve as a critical mass in mobilizing other members to benefit from education opportunities like these.

Under the USAID Sindh Capacity Development Program (SCDP), more than 3000 individuals have been trained in Information and Communications Technology. These include both in-school and out-of-school children and teachers. The program aims to train a total of 4800 individuals by August 2018. The content of this training includes the basics of operating a computer, surfing the internet, sending emails and using MS Office.

ii) The love for learning ignited in an out of school child

"When I shared the exciting experience of using a computer with my father, he said that my childhood is not in a grocery shop, my right place is in the school."

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5. Picture Gallery

**Monitoring and Evaluation Quarterly Progress Visits
2016 - 2017**
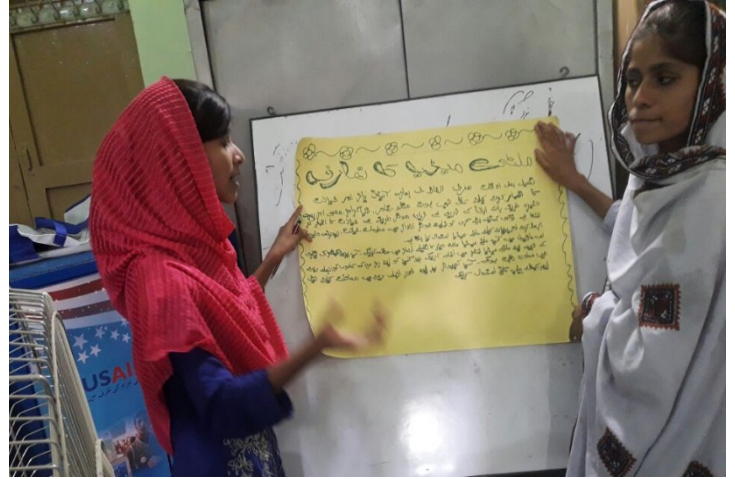
Pictures from the Exposure Visit to Punjab and KPK
2016 - 2017

NFE Conference (December 7, 2017)

Annual Progress Review Meeting (August 29. 2017)

Manuals Training (September 27, 2017)

SINDH CAPACITY DEVELOPMENT PROJECT

Annual Progress Report
October 2017 – September 2018

Quarterly Progress Report
July 2018 – September 2018

Submission: October 31, 2018

Content

Acronyms

AKU	Aga Khan University
ALP	Alternative Learning Pathways
AOR	Agreement Officer's Representative
BOC	Bureau of Curriculum (now called DCAR)
CBP	Capacity Building Plan
COR	Contracting Officer's Representative
DCAR	Directorate of Curriculum & Research
DEO	District Education Officer
DO	Development Objectives
EGRA	Early Grade Reading Assessment
EMIS	Education Management Information System
G2G	Government to Government
GoS	Government of Sindh
HANDS	Health and Nutrition Development Society
ICT	Information and Communication Technology
ISP	Internet Service Provider
IP	Implementing Partner
IRD	International Relief & Development
LOP	Life of Project
LSU	Local Support Unit
M&E	Monitoring and Evaluation
MSF	Mission Strategic Framework
NFE	Non Formal Education
PC-1	Planning Commission Form 1
PDR	Planning Development & Research
PFMRAF	Public Financial Management Risk Assessment Framework
PIFRA	Project to Improve Financial Reporting & Auditing
PITB	Punjab Information Technology Board
PITE	Provincial Institute of Teacher Education
PMIU	Program Management and Implementation Unit
R&D	Research and Development
RSU	Reform Support Unit
SEF	Sindh Education Foundation
SEMIS	Sindh Education Management Information System

SBEP	Sindh Basic Education Program
SCDP	Sindh Capacity Development Project
SCMP	Sindh Community Mobilization Program
SELD	School Education & Literacy Department
SMC	School Management Committee
SPDC	Social Policy and Development Centre
SPPRA	Sindh Public Procurement Regulatory Authority
SRP	Sindh Reading Program
STEDA	Sindh Teachers Education Development Authority
TA	Technical Assistance
TTI	Teacher Training Institute
USAID	United States Agency for International Development
USG	United States Government

Executive Summary

This report is the first annual report of SCDP for the year ending September 30, 2018 which also coincides with the quarterly progress report for July-September 2018. This report documents progress of all the four components of SCDP for the reporting period.

Component 1 registered a remarkable achievement, it accomplished 9 out of 12 deliverables during the course of project implementation. Remaining 3 deliverables are of ongoing nature i.e., to provide support and assistance to PMIU on regular basis. This report captures key achievement in terms of deliverables: with respect to system strengthening of PMIU, SCDP developed Human Resources, Procurement, Financial Management and Monitoring and Evaluation manuals. Report also reflects that SCDP continues to assist internal audit function of PMIU in finalization of its Internal Audit report. In addition, SCDP provided support for carrying out an external financial evaluation of PMIU, conducted by BDO. This report outlines details of continuous support and assistance provided to PMIU for obtaining **SAP connectivity from FABS**. Correspondingly, target of training 9 PMIU staff members on SAP was achieved in this year. SCDP extended substantial support in preparation and revision of PC-1, PC-4 & PC-5 reports of the program during the reporting year in line with requirements of the deliverables. SCDP developed a document consisting of the status of recommendations suggested in the Capacity Building Plan and PFMRAF reports. This documents would assist PMIU in tracking updates/decisions against recommendations.

Under **Component 2**, SCDP made distinguished achievements with regard to development, review and submission of progress and monitoring reports. During the reporting year, SCDP submitted (04) SBEP quarterly Monitoring, (01) consolidated annual monitoring report including (02) quarterly and (01) annual progress reports to PMIU and USAID, besides uploading progress data on USAID Pak-Info web-portal as per deadline. Also, **Gender Analysis report** was also submitted to USAID during financial year 2017-18. With regard to SMC e-monitoring trainings, SCDP conducted **11 rounds of SMC E-monitoring trainings** across SBEP targeted districts i-e Sukkur, Khairpur, Kashmore, Jacobabad, Larkana, Kambar Shahdadkot, Dadu and successfully trained 241 SMC members, out of which 51 were female participants which constitute 21% of the total trained participants. Furthermore, SCDP has developed M&E strategic plan for DG M&E and submitted the revised document to USAID. Against requirement of the deliverable, SCDP developed summary as well as **detailed version of M&E database** and ensured data uploading on SBEP web-portal for stakeholders. Also, report contains details of the coordination meetings with DG M&E with regard to setting up linkage of SBEP M&E database on its website. In this regard, PD-PMIU has been requested Secretary SELD for granting permission to create required web-link. Follow ups in this regard are underway.

Under **Component 3** there was completion of two research studies of PPP & EGR and SELD Research Capacity Development program. In research capacity development program, 12 week training program for the nominated personnel of DCAR, PITE, STBB, STEDA and Directorate of Teachers Training Institute was conducted in which 27 SELD relevant staff were trained. In addition, a dissemination seminar was organized to share results of **Public Private Partnership for Better Service Delivery in Government Schools of Sindh research and PPP Best Practices Study** on July 14, 2018 in Karachi. Besides, detailed review of video documentaries on ICT and SBEP was also undertaken. Subsequently, final draft version of ICT and SBEP video documentary was submitted to USAID for final review and comments. Also, technical editing of the EGR report was completed by the SCDP team in consultation with the AKU-IED team. Lastly, report entails updates regarding communication support to PMIU, a firm was selected to revamp the SBEP website and subsequent meetings of SBEP Communication Working Group were held to discuss the same.

Further, under **Component 4**, one of the major achievement was the launching ceremony of the **PPP Guide & Toolkit**. Additionally, **Non-Formal Education (NFE) Policy was formally approved at a**

cabinet meeting, held on October 5, 2017. Synonymously, the NFE Policy implementation framework has been prepared and updated in line with feedback and shared with NFE Directorate. Also, NFE best practices document was finalized after incorporating Sindh based NFE best practices.

This report also documents specifics of hiring process at PPP Node: recruitment test against vacant posts at PPP Node was conducted by Sukkur IBA at NJV College Karachi. However, the recruitment process was nullified by Secretary SELD owing low scoring of candidates in written test. Moreover, training of eighteen (18) Government of Sindh officials (SELD, PPP Node, Finance Department and PMIU) on **PPP Policy and Regulatory Framework** was also accomplished in reporting year. Also, Tier I, II and III trainings of SELD officials were organized and concluded.

Likewise, for capturing PPP Best practices, SCDP PPP team visited Khyber-Pakhtunkhwa and Islamabad to study and explore successful PPP best practices models for replication in Sindh. Moreover, PPP Node's website was updated and relevant details were also incorporated in the PPP MIS. Correspondingly, PPP Node domain name was registered, followed by its uploading on PMIU web server.

Report also tabulates substantial gains in terms of achieving ICT targets. In the reporting year **164 teachers** were trained in ICTs out of which 87 comprised of female teachers. Similarly, **1,009 in-school students** participated in ICTs out of which 611 were girls. Also, **422 OOSC children** availed ICTs out of which 283 were girls. Cumulatively, SCDP has trained 508 teachers (41% females), 2793 in-school students (49% females) and 2128 OOSC children including **962 adolescent girls** in ICTs.

The report also contains operational and human resource updates of the reporting year including success stories as annexures.
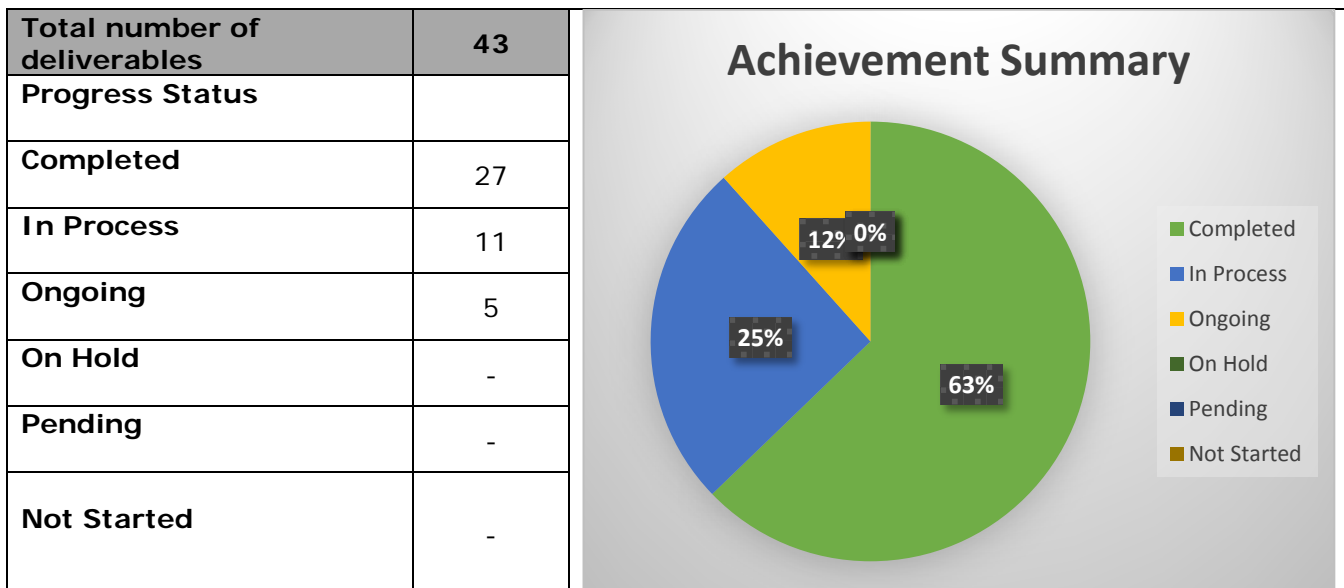
1. Introduction

Sindh Basic Education Program (SBEP) is an integrated program between USAID and Government of Sindh, Pakistan to achieve, "increased and sustained student enrollment in primary, middle and secondary schools" in seven districts of Sindh (Sukkur, Larkana, Khairpur, Kashmore, Dadu, Qambar Shahdadkot and Jacobabad) and five towns in Karachi (Lyari, Kemari, Orangi, Bin Qasim and Gadap).

SCDP is a four year USAID-funded project awarded to Deloitte Yousuf Adil to support the sustainability of SBEP by ensuring stronger governance and improved public accountability in the education sector through systems building and institutional strengthening of the Government of Sindh (GoS). It supports the Program Management Implementation Unit (PMIU) in the development of its core capacities including monitoring and also the capacity development of the School Education & Literacy Department (SELD).

SCDP has been assigned 43 deliverables by SBEP which have been divided into four major components. As the project is coming to its conclusion, most of its deliverables have been completed and some are in process, while a few others are ongoing support activities. Of the 43 assigned deliverables, 27 deliverables have already been completed. Of the remaining deliverables, 11 are currently in-process, while 5 of them are on-going till the end of the project.

The following table shows the total number of indicators and their progress against one of the following status labels: completed, in-process, ongoing, pending, not started and On-hold. The status label 'completed' refers to the deliverables that have been achieved and reported to USAID as such. 'In Process' refers to the deliverables which have a specific due date and work on achieving them has begun. 'On-going' refers to the deliverables that will continue throughout the life of project and include deliverables which consist of tasks that occur on a recurring basis. 'Pending' refers to the deliverables on which work by SCDP has not begun yet. 'Not-started' refers to the deliverables that have not been initiated yet because SCDP is awaiting instructions and approval from USAID, PMIU and other relevant partners. 'On-hold' refers to the deliverables that cannot be initiated because of external factors outside of SCDP's purview.

Total number of deliverables	43
Progress Status	
Completed	27
In Process	11
Ongoing	5
On Hold	-
Pending	-
Not Started	-

Achievement Summary

- Completed 63%
- In Process 25%
- Ongoing 12%
- On Hold 0%
- Pending
- Not Started

Deliverable-wise activity details are provided in the Program Activities section which describes each activity's status and the reasons for different activity delays. To monitor their progress, indicators have

been assigned against each deliverable. The following sections describe the progress of each deliverable during this quarter along with the cumulative progress till the end of the year.

1.1 SBEP M&E Indicators for SCDP

There are 10 indicators assigned by SBEP M&E plan to monitor the progress of SCDP. Progress against these indicators are given below:

#	Indicator	LOP Target	Annual Progress				Progress During the Year					Progress %
			Till Sep 2017	Annual Target Oct 2017 - Sep 2018	Annual Achieved Oct 2017 - Sep 2018	Progress %	Oct-Dec 2017	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Till Sep 2018	
1	**Sub-Obj-2.2-a** Number of teachers having completed training in ICTs	800	344	452	164	36%	31	92	-	41	508	64%
2	**Sub-Obj-2.2-b** Number of in school students having completed training in ICTs	4,000	1,784	2,222	1,009	45%	-	550	228	231	2,793	70%
3	**Sub-Obj-2.2-c** Number of out of school adolescents and adults having completed training in ICTs	4,000	1,706	2,288	422	18%	-	250	141	31	2,128	53%
4	**Sub-Obj-b** Number of Adolescent Girls (10-19 years) Let Girls Learn completed training in ICTs (Note: this indicator is a subset of Sub-Obj-2.2.c above and its figures are included in the indicator referred to)	1,000	746	254	216	85%	-	143	50	23	962	96%
5	**Sub-Obj-3.1-d** Number of SMC members trained in monitoring and reporting	240	0	240	241	100%	-	73	168	-	241	100%
6	**Obj-4-a** Rating of PMIU capacity to implement the SBEP M&E Plan.	4	1	1	1	100%	1	-	-	-	2	50%

#	Indicator	LOP Target	Annual Progress				Progress During the Year					Progress %
			Till Sep 2017	Annual Target Oct 2017 - Sep 2018	Annual Achieved Oct 2017 - Sep 2018	Progress %	Oct-Dec 2017	Jan-Mar 2018	Apr-Jun 2018	Jul-Sep 2018	Till Sep 2018	
7	**Obj-4-b** Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning (MSF 4.2.1-b F 3.2.1-38)	1	1	-	-	-	-	-	-	-	1	100%
8	**Obj- 4-c** Number of administrators and officials trained with USG support (MSF 4.3.2a; F 3.2.1-3)	161	116	45	45	100%	11	1	24	9	161	100%
9	**Sub-Obj-4.1-b** Rating of the PPP Node of the ELD[1] to effectively carry out its mandate	4	1	1	1	100%	-	1	-	-	2	50%
10	**Sub-Obj-4.2-a** Number of research papers disseminated	2	-	2	0	0%	-	-	-	1	1	50%

1.2   Overview of the Progress against Pak-Info Indicators

The following are the Pak Info Indicators with Life of Project targets and actual progress in the October to December quarter 2017:

S.No.	Indicators	LOP Target	Target achieved till date (Sep. 2017)	LOP Achieved Oct 2017 - Sep 2018	Total Progress
1	**Sub-Obj-b** Number of Adolescent Girls (10-19 years) Let Girls Learn completed training in ICTs (Note: this indicator is a subset of Sub-Obj-2.2.c above and its figures are included in the indicator referred to)	1,000	746	216	962
2	**Obj- 4-c** Number of administrators and officials trained with USG support (MSF 4.3.2a; F 3.2.1-3)	161	116	45	161
3	**Obj-4-b** Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning (MSF 4.2.1-b F 3.2.1-38)	1	-	-	1

1.3 Breakup of Number of Administrators Trained

4.3.2a. Number of administrators and officials successfully trained with USG support (F 3.2.1-3)	LoP Target Breakup	Total Achieved (Oct. - Sep. 2018)	Progress till Sep 2018
Functionaries at PMIU/ELD[2] trained to use SAP for project management and accounting under PIFRA framework.	6	9	9
15 staff members of PMIU inclusive of its regional office trained and observed to be performing their duties efficiently.	16	7	15
40 respective staff members of PMIU and officials of the GoS oriented on the effective use of the manuals.	48	0	48
20 staff members of the M&E Directorate and PMIU trained to enhance their knowledge & skills of M&E and best practices in education.	27	0	27
10 staff members involved in PPP with PPP Unit/Node at ELD, RSU and the Finance Department trained in several aspects of	18	18	18

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[2] ELD (EducationLiteracy Department) has been changed to SELD (Sindh Education and Literacy Department)

4.3.2a. Number of administrators and officials successfully trained with USG support (F 3.2.1-3)	LoP Target Breakup	Total Achieved (Oct. - Sep. 2018)	Progress till Sep 2018
PPP policy/regulatory framework and projects			
Tier-1: Minimum of nine high-level provincial officials trained at a US-based university.	6	1	6
Tier-2: Minimum of ten managers and technical staff of ELD participated in a regional study tour to enhance their understanding of best practices in education	10	10	10
Tier-3: Minimum of 25 district level education managers from the target districts/towns trained and/or sent to the inter-provincial exposure	30	0	28
Total	**161**	**45**	**161**

2. Program Activities

Component 1: Improve efficiency and effectiveness of the Program Management and Implementation Unit (PMIU)

Total number of deliverables	12
Progress Status	
Completed	9
In Process	-
Ongoing	3
On Hold	-
Pending	-
Not Started	-

Component 1 pie chart: Completed 75%, In Process 25%, Ongoing 0%. Legend: Completed, In Process, Ongoing, On Hold, Pending, Not Started.

Deliverables	Indicators, Targets	Progress Activity Summary	Status
1-a-1 Based on capacity-need assessment exercise, a customized capacity-building plan for the PMIU developed.	Number of Capacity Building Plan Developed. [Target=1]	Achieved	**Completed**
1-a-2 Financial bookkeeping in accordance with accounting standards accepted to the GoS maintained at the PMIU regularly under PIFRA framework.	Percentage of Financial Bookkeeping in accordance with Accounting Standards. [Target=100%]	A document was prepared to explain the modalities to achieve certain deliverables and outline the assistance required by PMIU. The document was approved by PD-PMIU and shared with USAID. Also, it was decided that in order to complete the deliverable, continued assistance to implement PFMRAF and CBP was recommended in the reporting year. Two different documents were prepared, shared and discussed with PMIU in January 2018. The document explained the current	**On-going**

Deliverables	Indicators, Targets	Progress Activity Summary	Status
		status and action plan regarding the implementation of the recommendations. Responses from PMIU on these documents are still awaited.	
1-a-3 Assist PMIU in the establishment and implementation of internal financial controls to ensure transparency.	Rating of Internal Audit function to carry out its function independently. [Target=Rating 5]	SCDP supported Internal Audit (IA) function of PMIU in conducting Internal Audit for the quarter July to September 2017. in the reporting year. The draft findings were shared with Internal Auditor PMIU on September 2017 for management comments, however, comments have not been received on the IA findings till date.	On going
1-a-4 Functionaries at PMIU/ELD trained to use SAP for project management and accounting under PIFRA framework.	Number of administrators and officials trained with USG support. [Target=142], 40 for C=1	Achieved.	Completed
1-b-1 Assistance provided to the PMIU for the revision and preparation of SBEP's PC-1 and/or sub-PC-1s under the guidance of the PD-PMIU.	Number of PC-1/ Sub-PC-1 prepared. [Target= TBD]	Assistance was provided to PMIU in preparation of Revised PC-1 document.	Completed
1-b-2 Assistance provided in a timely manner to the PMIU in the preparation of reports for PC-3, PC-4, and PC-5.	Number of PC-3, PC-4 and PC-5 prepared. [Target=TBD]	PMIU agreed to share PC-3 with Component 2 team for assistance regarding preparation of the monthly reports.	On-going (PC-3) Completed (PC-4; PC-5)
1-b-3 Annual Financial Evaluation conducted at the PMIU and recommendations submitted for further action.	Number of Annual Financial Evaluation conducted. [Target=3]	External Financial Evaluation was conducted by external evaluator. Management comments on draft report have been finalized and shared with evaluators for issuance of final report.	Completed
1-b-4 Annual Financial Reports, Risk Mitigation Reports, Accounts, and Tax Reports with regard to the PMIU prepared and submitted to USAID, as per set guidelines and frequency.	Number of annual Financial, Risk Mitigation, Tax and Accounts reports prepared and submitted. [Target=3 each]	Risk mitigation plan was updated and shared with PMIU and USAID. Further assistance may be provided in the extended period, if required.	Completed

Deliverables	Indicators, Targets	Progress Activity Summary	Status
1-c-1 Four customized manuals on HR, Procurements, Finance & M&E that comply with the rules and regulations of the GoS & SPPRA are available and disseminated in English, Urdu and Sindhi and observed to be used by the PMIU.	Number of Manuals prepared and translated. [Target=4 manuals]	Achieved.	**Completed**
1-c-2 A minimum of 15 staff members of PMIU inclusive of its regional office trained and observed to be performing their duties efficiently.	Refer indicator-4.	Achieved.	**Completed**
1-c-3 Minimum of 40 respective staff members of PMIU and officials of the GoS oriented on the effective use of the manuals.	Refer indicator-4.	Achieved.	**Completed**
1-c-4 Staff rationalization analysis conducted, JDs of staff updated, and temporary staff support provided to PMIU, as needed.	Number of Staff Rationalization Analyses conducted. [Target=1]	Achieved.	**Completed**

Progress Updates

The component has achieved its 9 deliverables out of 12 during the course of project implementation. The remaining 3 deliverables are of ongoing nature i.e., to provide support and assistance to PMIU on regular basis. For system strengthening of PMIU, SCDP developed Human Resources, Procurement, Financial Management and Monitoring and Evaluation manuals. SCDP continued to assist internal audit function of PMIU for finalization of report. In addition, SCDP provided support for carrying out an external financial evaluation of PMIU which was conducted by BDO. Continuous support and assistance was provided to PMIU for obtaining SAP connectivity from FABS. Target of training 9 PMIU staff members on SAP was achieved. SCDP extended substantial support in preparation and revision of PC-1, PC-4 & PC-5 reports of the program during the reporting year. SCDP developed a document consisting of the status of recommendations suggested in the Capacity Building Plan and PFMRAF reports.

Major Activities

Following are the major activities that took place during this operational year includes:

I. Manual Development & Translation

SCDP developed Human Resource Management, Procurement, Financial Management and Monitoring & Evaluation manuals for institutional system strengthening and enhancement of management efficiency and effectiveness. These manual were approved by the PSC in the quarter of Apr-Jun 2017. The manuals were developed in English. SCDP was required to translate these manuals into Urdu and Sindhi. SCDP has initiated the process of translation through a consultant. Draft of translated version of manuals were submitted by the translator to Sindhi Language Authority (SLA) and National Language Authority (NLA) for language authentication in the quarter of Jan-Mar 2018. After authentication of SLA and NLA, Sindhi and Urdu version of the manuals were received in Apr-Jun and July-Sep 2018 quarters respectively.

II. Internal Audit Activity

SCDP continued follow ups on the draft of the internal audit report which was shared with PMIU last year. The draft findings were shared with Internal Auditor of PMIU on September 2017 for management comments. Management comments has been received in May 2018 and the final report was issued. Internal audit for the next quarter is suspended due to resignation of both internal audit staff of PMIU.

III. External Financial Evaluation of PMIU

SCDP provided support to perform an external financial evaluation of PMIU by selecting BDO Ebrahim & Co to conduct the evaluation. Fieldwork for the first Annual Financial Evaluation of PMIU, directed by USAID, was undertaken and the draft report was shared in the first week of January 2018. USAID suggestions were incorporated by evaluator. The report was submitted to PMIU for management comments, which were finalized and incorporated. The final report from BDO Ebrahim & Co. was submitted to PMIU in the first week of October 2018.

IV. SAP Access and Trainings

In the reporting year 2017-18, SCDP and PMIU initiated correspondence with DG FABS for getting approval with respect to installation of SAP software at PMIU to enhance financial management system of the organization. Corresponding to GoS procedures, DG FABS shared requirements with Manager IT PMIU for installation of the software. In continuation of the activity, reminders were sent to Finance Department by PMIU and SCDP for expediting the processes of SAP installation and trainings. PD and Accounts Officer PMIU visited DG Finance, Accounting and Budgeting System, Controller General of Accounts (CGA) to settle the modalities for SAP connectivity and training.

Proposals were invited from consultants for conducting SAP trainings, through competitive process consultant was selected during April-June 2018 quarter for conducting SAP trainings. Concerned consultant trained 9 officials of PMIU on SAP during training sessions in July 2018. The training was provided under PIFRA framework applicable to Government of Sindh.

V. Support provided to prepare PC-1 & Revised PC-1 reports

SCDP provided continuous to PMIU staffs for preparation of Revised PC-1 for the program. In this regard as per requirement of PD PMIU SCDP developed a document which demonstrated comparative analysis of PC-1 against Revised PC-1 document. Besides, this document also contained replies of the outstanding queries of Planning Commission of Pakistan. Revised PC-1 document was developed after detailed discussions with PD-PMIU to get his input and incorporate program requirements therein. The revised PC-1 document along with suggestions for submission were sent to PMIU for further action. Further assistance was provided to PMIU team on preparation of Revised PC-1 document during the year 2017-18.

VI. PC-4 and PC-5 Reports

Updated versions of PC-4 and PC-5 were prepared and shared with PD-PMIU in the reporting year 2017-18. The mentioned reports were highly acknowledged by PMIU. Thus, the task for this deliverable was achieved during the quarter of Jan-Mar 2018 without any interruption. These documents would become

due periodically after the closure of the project. The forms were filled as per current information available and are expected to guide the PMIU as and when those two reports become due.

VII. Capacity Building Plan and PFMRAF Report

Upon request of PD-PMIU, SCDP developed a document consisting of the status of recommendations suggested in the Capacity Building Plan and PEMRAF reports. The document also entailed an action plan for the implementation of the recommendation with PMIU in January 2018. Also, SCDP offered its support to PMIU for the implementation of the unimplemented recommendations. With reference to the recommendation suggested in PFMRAF report, a book "Construction Audit", along with the schedule of recommended training from Pakistan Audit and Accounts Academy was also shared with Internal Auditor for the training of Internal Audit function in the month of February in the reporting year 2018.

VIII. Training of PMIU staff

A comprehensive Training Plan with added recommended trainings for remaining PMIU staff - was made & shared with PMIU for their input in the quarter of Jan-Mar '18. The Plan was approved by PD-PMIU and one staff member was also provided training during the same quarter. A total 15 members were trained in different functions. Also 6 PMIU staff members were provided training during the month of July '18 on SAP as per PIRFA requirement.

Achieved Deliverables

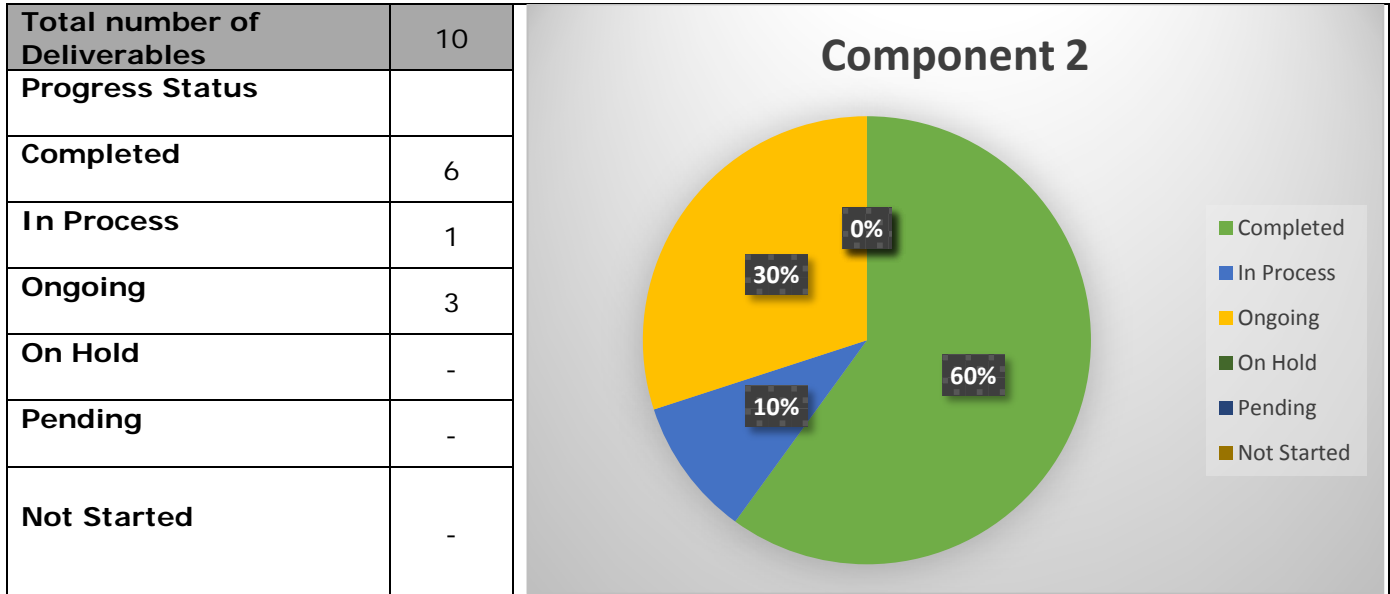The following deliverables/indicators were completed for component-1 during the last operational year:

i) Capacity Building Plan, Training on Manuals,
ii) Staff rationalization analysis, PC-4 and PC-5 deliverables,
iii) Number of Annual Financial Evaluation conducted,
iv) Number of annual Financial,
v) Risk Mitigation, Tax and Accounts reports prepared and submitted,
vi) Number of Manuals prepared and translated, Number of Staff Rationalization Analysis conducted.
vii) Number of administrators and officials trained have already been achieved.

Challenges

- With regard to establishment of SAP connection to PMIU and training staff, no response was received from DG Financial Accounting and Budgeting System (FABS) Islamabad.

- USAID's input is still being sought on requirements for the preparation of Annual Financial Reports, Risk Mitigation Reports and Accounts and Tax Reports by PMIU and mode of engagement for these reports. However, PD-PMIU is of the opinion that no such reports were required from USAID. Emails regarding this have already been shared with the COR (in October 2017 and April 2018) who has further asked for a joint meeting to resolve the requirement of this deliverable.

- Late response were received from PMIU on several deliverables. SCDP still needs responses from PMIU on Revised PC-1 Assistance (shared in January 2018), Management Comments on Internal Audit Report (shared in September 2017), status Report of PFMRAF and Capacity Building Plan recommendations (shared in January 2018) and External Financial Evaluation of PMIU (shared in March 2018).

Component 2: Strengthen the effectiveness and impact of SBEP through the implementation of the M&E plan

Total number of Deliverables	10
Progress Status	
Completed	6
In Process	1
Ongoing	3
On Hold	-
Pending	-
Not Started	-

Deliverables	Indicators, Targets	Progress Activity Summary	Status
2-a-1 M&E Plan of SBEP's implemented and resulted in fine-tuning of SBEP to reach desired outcomes most efficiently and effectively.	Rating of PMIU capacity to implement the SBEP M&E Plan. [Target=4]	Rating of the M&E capacities of PMIU carried out in the reporting year. Information regarding the same was sent to PD-PMIU for reference on November 9, 2017. Current year rating will be made in the month of October 2018.	**On-going**
2-a-2 Quarterly Monitoring Report and Consolidated Annual Monitoring Report prepared and submitted to PMIU and USAID, as per set guidelines.	Number of Monitoring Reports prepared and submitted. [Target =12 Quarterly, 3 annually]	Four SBEP quarterly and one consolidated Annual Monitoring Report were submitted to PMIU and USAID during the reporting year 2017-18. QMR number achieved so far and submission dates in reporting year are mention below: 7th Quarterly Monitoring Report July-Sep 2017 and Annual Monitoring Report 2016-17 was submitted on December 15, 2017. 8th Quarterly Monitoring Report Oct-Dec 2017 was submitted on March	**On-going**

Deliverables	Indicators, Targets	Progress Activity Summary	Status
		15, 2018. 9th Quarterly Monitoring Report Jan-Mar 2018 was submitted on June 15, 2018. 10th Quarterly Monitoring Report Apr-June 2018 has been submitted to SBEP implementing partners for comments.	
2-a-3 Substantial inputs and support provided to PMIU for the preparation of overall Quarterly and Annual Progress Reports as well as Pak-Info reporting for SBEP in timely manner.	Number of Progress Reports prepared and submitted. [Target =12 Quarterly, 3 annually]	SCDP reviewed SBEP progress reports provided technical support to PMIU with regard to development of 11 Monthly, 3 Quarterly and 1 Annual progress report during reporting year. SBEP Annual Progress Report 2016-17 submitted on November 15, 2017. SBEP Quarterly Progress Report Oct-Dec 2017 submitted on February 15, 2018. SBEP Quarterly Progress Report Jan-Mar 2018 submitted on May 15, 2018. SBEP Quarterly Progress Report Apr-Jun 2018 submitted on August 15, 2018.	**On-going**
2-a-4 Technical reports and third-party validation reports prepared and submitted to USAID, as and when required.	Number of Technical Report and Third-Party Validation Reports prepared and submitted. [Target=TBD]	Gender Analysis was conducted and the report was submitted to USAID.	**Completed**
2-a-5 Minimum of 240 SMC members from 120 school sites oriented and involved in monitoring and reporting.	Number of SMC members trained in monitoring and reporting. [Target=240]	SCDP conducted 11 rounds of SMC E-monitoring trainings across SBEP targeted districts and successfully trained 241 SMC members, out of which 51 were female participants.	**Completed/ Ongoing**
2-a-6 M&E dissemination strategy	Number of M&E Dissemination	The quarterly check on the implementation of dissemination	**Completed/**

Deliverables	Indicators, Targets	Progress Activity Summary	Status
developed and implemented.	Strategy prepared and implemented. [Target=1]	strategy was in process during the year. The reports were disseminated in accordance with dissemination strategy.	Ongoing
2-b-1 Support provided to the PMIU for the establishment, maintenance and functioning of an M&E system; including M&E databases.	Number of M&E databases developed. [Target=1]	Summary version of SBEP M&E database was uploaded on the new server acquired by PMIU on December 20, 2017. M&E database was made live on SBEP website on November 22, 2017. In addition, SCDP developed detailed version of M&E database in consultation with SBEP implementing partners. The detailed version of SBEP M&E database was made live in late May 2018, ensured completion of data uploading by early September 2018.	Completed
2-b-2 Minimum of 20 relevant staff members of the M&E Directorate and PMIU trained to enhance their knowledge & skills of M&E and best practices in education.	Refer indicator-4.	Achieved	Completed
2-b-3 Support provided to M&E Directorate to develop Strategic plan along with the implementation strategy.	Number of Strategic Plan and its implementation strategy developed. [Target=1]	M&E Strategic plan was developed and shared with DG M&E SELD, PMC and USAID for review on June 5, 2018. Notification of the formation of education standard committee received from Secretary Education on July 17, 2018. Recommendations to be made to USAID for the provision of Budget for training of Monitoring Assistants, DG M&E in the extension phase. Subsequent support activities in this regard are planned in year 2018-19 work plan.	In Process
2-b-4 Support provided to PMIU in the update of the SBEP's web portal and M&E Directorate to enhance its capacities including the establishment of close linkage with the implementation of the SBEP's M&E Plan.	Number of Recommendations provided to update SBEP web portal. [Target=TBD]	In continuation of efforts for establishing linkage of SBEP M&E database, a meeting was conducted with DG M&E Officials on July 17, 2018. Officials consented to display the URL link of the database on its website, provided secretary's approval.	Completed

Deliverables	Indicators, Targets	Progress Activity Summary	Status
		Deputy PD PMIU has sent a letter to Secretary Education on July 27, 2018 for seeking formal approval of establishing linkage of SBEP M&E detailed database at SELD and DG M&E website. SCDP through PMIU expedited the process of establishing linkages during first quarter of 2018-19.	

Progress Updates

Component-II of the SCDP made distinguished achievements with regard to development, review and submission progress reports. In the reporting year, SCDP submitted (04) SBEP quarterly Monitoring, (01) consolidated annual monitoring report including (03) quarterly and (01) annual progress reports to PMIU and USAID besides uploading progress data on USAID Pak-Info web-portal as per deadline. Gender analysis report was also submitted to USAID during financial year 2017-18. With regard to SMC e-monitoring trainings, SCDP conducted 11 rounds of SMC E-monitoring trainings across SBEP targeted districts i-e Sukkur, Khairpur, Kashmore, Jacobabad, Larkana, Kambar Shahdadkot, Dadu and successfully trained 241 SMC members, out of which 51 were female participants which constitute 21% of the total trained participants. SCDP has developed M&E strategic plan for DG M&E and submitted the revised document to USAID. SCDP developed summary as well as detailed version of M&E database and ensured data uploading on SBEP web-portal. Thus, the website was made live thereon. Also, SCDP coordinated with DG M&E for establishing linkage of SBEP M&E database, by virtue of a letter, PD-PMIU has requested Secretary SELD for granting permission to create required web-link. Follow ups in this regard are underway.

Major Activities during the year
Following are the major activities that took place during October 2017 to September 2018:

I. E-Monitoring through School Management Committees

One important deliverable of SCDP was to train and involve 240 School Management Committee members (SMCs) in real time monitoring and reporting system through e-monitoring application. Monitoring tool for SMCs were developed after discussion with SBEP partners subsequently tested in Keamari Town Karachi and districts Khairpur and Sukkur. Based on initial piloting of the tool, final set of indicators was agreed and an android based mobile application named, "E-SMC" was developed with the assistance of an IT firm.

In order to expedite the training process of e-monitoring trainings, SCDP facilitated the election process in collaboration with SCMP and RSU and conducted number of meetings. As a result of collective efforts, SMCs of all 106 SBEP construction schools were elected and notified by the District Education Officers (DEOs) of SBEP targeted districts.

SCDP has also developed training material including a comprehensive training manual for lead trainers. Training material was developed keeping in view the requirements for a three day training for 20 to 25 members in each district, including, 5 SEBP targeted towns of Karachi.

SCDP conducted eleven rounds of SMC trainings in Karachi, Larkana and Jacobabad, Dadu, Kashmore, Qambar ShahdadKot, Khairpur and Sukkur from March till June 2018 and successfully trained 241 SMC member including 51 women that is 21% of the total trained participants. SCDP conducted eleven rounds of SMC trainings. These members have also been provided with mobile phones with installed E-SMC application to carryout e-monitoring in 106 SBEP construction schools. Following table depicts training details of SMC E-monitoring trainings.

District	Training Dates	Trained	Male	Female	Gender %
Karachi	March 20-22, 2018	22	15	7	29%
Larkana	March 27-29, 2018	26	15	11	44%
Jacobabad	March 27-29, 2018	27	26	1	4%
Dadu	April 3-5, 2018	21	16	5	24%
Kashmore	April 3-5, 2018	19	19	0	0%
Qambar Shahdadkot (I)	April 10-12, 2018	18	18	0	0%
Khairpur	April 10-12, 2018	26	26	0	0%
Qambar Shahdadkot (II)	April 17-19, 2018	18	15	3	17%
Sukkur	April 17-19, 2018	19	17	2	11%
Supplementary Larkana	May 14-16, 2018	25	14	11	44%
Supplementary Khairpur	May 26-28, 2018	20	9	11	55%
Total		**241**	**190**	**51**	**21%**

These trainings have enabled the SMC members to, 1) understand the roles and responsibilities of SMCs as prescribed in the rules notified for implementation of the Right to Free & Compulsory Education Act 2013, 2) Develop basic idea of monitoring, 3) Learn about community-based monitoring approach, 4) Operate Android-based mobile application developed for e-monitoring, and 5) Generate monthly e-monitoring reports.

Some trained SMC members initiated school based monitoring and data collected. However, the activity had to be stopped due to closure of schools for summer vacations 2018. SCDP team continues to support trained SMC members in technology based issues and guides them in the piloting of e-monitoring and reporting process.

II. SBEP M&E Database

SCDP finalized summary version of SBEP M&E database and launched its live version on SBEP website on December 20, 2017. SCDP conducted series of meetings internally as well as with implementing partners to finalize requirement specifications for summary version of SBEP M&E database. The objective of developing online version of SBEP M&E database was to enable SBEP partners, SELD and stakeholders abreast with progress details of SBEP. Furthermore, this database was enhanced by adding additional features and fields to cater requirement of partners and stakeholders. SCDP coordinated with IP's and recorded respective data requirements pertaining online M&E database. Later, IT developer as per data

display requirements of IPs, developed detailed version of SBEP M&E database. Demonstration of detailed version of M&E database was conducted at PMIU office on July 11, 2018. After incorporating partner comments detailed version of M&E database was finalized and made live on SBEP web-portal on July 14, 2018. SCDP ensured that IPs complete uploading of respective indicator progress data in a timely fashion. Finally, SBEP implementing partners (SRP, CMP and PMIU) completed the uploading process of respective indicator wise data on SBEP M&E web-portal during the month of September 2018.

III. Linkage of SBEP M&E Database on DG M&E website

PD PMIU has sent letter to Secretary School Education for seeking formal approval to establish linkage of SBEP M&E database at SELD and DG M&E website. Meeting was held at DG M&E office on June 1, 2018 in this regard. He agreed in principle, however, referred to the possibility after the reconstruction of the DG M&E's web portal. In this regard, a follow up meeting was conducted with DG M&E Officials on July 17, 2018 where they consented to display the URL link of the database on its website, provided secretary's approval. PD PMIU has sent letter to Secretary SELD seeking formal approval of establishing link of SBEP M&E Database on July 27, 2018.

IV. SBEP Quarterly Field Monitoring Visits

During the reporting year, SCDP in collaboration with PMIU conducted four quarterly visits. These visits were conducted across seven SBEP targeted districts. SCDP supported PMIU in planning M&E visits, providing logistic and accommodation, besides technical support in developing quarterly monitoring visit report. As per reported progress of IPs, indicators were selected for validation- random sampling methods were used for selecting sample size against each indicator. Prior to each monitoring visit, SCDP and PMIU conducted joint meetings to discuss visit plan and built understanding on the objectives of M&E field visit. In order to ensure efficiency and effectiveness of visit, teams were formed to cover distance spread of targeted schools located in SBEP districts. Following paragraphs outline details of each visit conducted during 2017-18.

First M&E field visit was conducted for the quarter Oct-Dec 2017. Cumulatively, this forms the 7th quarterly monitoring visit. M&E field visit took place from November 8 to 23, 2017. Monitoring visits were conducted in districts Dadu, Jacobabad, Kashmore, Sukkur, Khairpur, Lyari, Gadap, Keamari and Bin Qasim towns of Karachi. A total of 17 indicators were validated. Out of 17, 13 were validated through field monitoring, while 4 indicators were validated through desk monitoring.

Second monitoring visit of the reporting year was conducted from February 7-21, 2018. The purpose of the visit was to validate and monitor the data reported by implementing partners (PMIU, SRP, CMP and SCDP) against indicators defined in the Logical Framework of SBEP M&E plan. SCDP's and PMIU's M&E teams visited intervention areas in the following 6 districts: Dadu, Jacobabad, Larkana, Sukkur and Khairpur, and 4 towns of Karachi: Lyari, Orangi, Bin Qasim and Gadap. A total of 14 indicators were validated which comprised of 4 CMP, 3 SCDP, 5 SRP, and 2 PMIU indicators. Out of 14 indicators, 5 were validated through desk monitoring and remaining 9 were validated in field. In total, it was 8th quarterly monitoring visit.

In continuation of support mechanism for carrying out SBEP M&E tasks, SCDP supported PMIU M&E team in taking lead with respect to M&E SBEP activities. In subsequent quarter, PMIU M&E team took initiative with regard to steering M&E field visit planning and execution. Third field monitoring visit for Jan-Mar 2018 quarter was carried out from May 2-12, 2018. A total of 50 schools from 7 districts of Northern Sindh and 4 towns of Karachi were intervened. The purpose of the field visit was to validate and monitor data reported by the implementing partners (PMIU, SRP, CMP and SCDP) against indicators defined in the Logical Framework of SBEP's M&E plan. A total of 11 indicators were validated consisting of 1 CMP, 3 SRP, 2 PMIU and 5 SCDP. Out of 11 indicators, 7 were desk monitored, while 4 were monitored during field monitoring visit. This was 9th quarterly monitoring visit.

Similarly, in the reporting year, fourth quarterly field visit April-June 2018 quarter was also successfully completed. M&E field visit was initially planned from August 8-19, 2018. However, owing to lack of clarity on travel expense claims of PMIU staff, visit was delayed. SCDP shared the status with PMIU and USAID. After settlement of the matter, M&E team proceeded with revised schedule for field visit i-e

September 9-19, 2018. 12 indicators were selected for validation. Out of 12 indicators, 5 were validated through desk monitoring.

V. SBEP Quarterly Monitoring Reports

In the reporting year, SCDP drafted four quarterly and one annual monitoring report. The report described the approach, scope of work, indicator validation and post validation analysis, report also highlights significant issues, challenges which affect optimal impact of SBEP and concludes with listing conclusions and recommendation for course correction where required. In order to ensure quality, transparency and neutrality of quarterly monitoring reports, draft version of reports were shared with IPs for response against key findings where required. After incorporating partner comments' final version of the reports were shared with SELD, USAID and SBEP partners for decision making. Quarterly monitoring report submission details are mention as follows: 7th Quarterly Monitoring Report July-Sep 2017 quarter and Annual Monitoring Report 2016-17 was submitted on December 15, 2017. Whereas, 8th Quarterly Monitoring Report Oct-Dec 2017 quarter was submitted on March 15, 2018. Similarly, 9th Quarterly Monitoring Report Jan-Mar 2018 quarter was submitted on June 15, 2018. Synonymously, 10th Quarterly Monitoring Report Apr-June 2018 quarter was submitted to SBEP implementing partners for comments.

VI. Rating to PMIU

SCDP developed a new rating mechanism to rate PMIU on its capacity to independently implement SBEP M&E plan. This initiative is aimed at assessing organization capacity in M&E and to develop capacity building plans in order to enhance institutional capacity in undertaking M&E tasks. SCDP initiated process of rating. In this regard, SCDP rated PMIU on two specific areas: Organizational capacity of M&E section of PMIU and M&E Specific expertise. Synonymously, Deputy P.D PMIU also rated PMIU using the same tool. The final rating was based on the average rating scores given by SCDP and PMIU. For the year of 2016-17, PMIU received a rating of 4 out of 5. A rating document was then prepared and shared internally on October 20, 2017. The information regarding the same was communicated to PD PMIU on November 9, 2017.

VII. M&E Strategic Plan and Implementation

SCDP conducted situational analysis of various stakeholders of SELD to analyze respective M&E capacities and seek possibilities of linkages with DG M&E. Comprehensive meetings were held with Directorate of Non-Formal Education (NFE) and PDR on September 27, 2017, Sindh Education Foundation (SEF) on October 10, 2017, with Sindh Textbook Board (STBB), Directorate of Curriculum, Assessment and Research (DCAR) and Directorate of Teacher Training Institutes (TTI) in Jamshoro and Hyderabad on October 26, 2017 and Director General, Provincial Institute of Teacher Education (PITE) on November 30, 2017. Key findings of the report suggested lack of internal and external monitoring systems in SELD and its associated departments. DG M&E and other SELD departments demonstrated disconnect and worked in isolation for the implementation of monitoring protocols. Furthermore, in the absence of defined standards and benchmarks to measure quality and performance the linkage among various SELD organizations could not be clearly identified. The findings of the situation analysis were shared with DG M&E on December 13, 2017.

SCDP conducted a situational analysis of DG M&E to develop awareness about the context. For a comprehensive approach towards strategy development. After the submission of situational analysis report, a meeting was held with the DG M&E SELD on January 31, 2018 where he was apprised of the developments that had taken place in the previous months. The draft of the M&E strategy was completed along with the matrix which outlined timelines and action plans.

The final draft of the strategy was completed on April 24, 2018. A strategy implementation matrix was also drafted that outlined the plan of action with timelines. The strategy was drafted with an all-encompassing approach and after several consultations with the DG M&E. The strategy rests on the premise that all operational units under SELD need to function with a cohesive focus for effective educational outcomes. Moreover, the strategy also recommends DG M&E to expand the scope of indicators to accommodate aspects of qualitative monitoring.

Meeting with Education Secretary, SELD took place to discuss M&E Strategy and its way forward on July 13, 2018. The Secretary decided in principle to notify the Standard Development Committee on Education. The notification regarding formation of Education Standards Committee was issued by Secretary School Education on July 17, 2018

VIII. Technical Reports

SCDP was tasked by USAID to conduct a gender analysis of G2G component in 9 Education Management Organization schools built with USG assistance.

Consultant hired by SCDP visited Karachi from October 23-27, 2017 and held meetings with key stakeholders i-e SELD, representatives of PMIU, CMP and EMOs management. The first draft of the inception report on the gender analysis of the G2G component was disseminated internally on October 4, 2017. Furthermore, consultant conducted field visit of EMO schools with regard to Gender Analysis report. Director PPP Node supported team of the consultant for the study. SCDP focal person (M&E manager) coordinated with EMOs and facilitated field visits. Moreover, EMOs and CMP field teams organized meetings and interview with students, teachers, school management committees, communities and collected relevant data. Consultant conducted meetings with key stakeholders at district level as well. After series of reviews and comments Gender Analysis report was finalized, presented and shared with USAID in the month of June 2018.

IX. SBEP Monthly Report

In the reporting year, SCDP supported PMIU in development of 11 SBEP Monthly Progress Reports

X. SCDP Quarterly Progress Report

During the reporting year, SCDP has developed three quarterly and one annual progress report and submitted it to PMIU and USAID.

XI. SBEP Annual Progress report

SCDP is responsible for assisting PMIU in the development of SBEP Annual Progress Report. The process of drafting this reports starts with compilation of quarterly progress reports of implementing partners and consolidating it into annual report form. SCDP supported PMIU in compilation, drafting, editing and reviews of SBEP Annual Progress Report 2016-17. The final version of report was sent to PMIU for review on November 15, 2017.

XII. PAK-INFO data

Progress updates against number of Let the Girls Learn (LGL) received ICT trainings, number of administrators trained including NFE policy implementation, updates were compiled, cleaned and consolidated for uploading on Pak-Info web-portal. As per set quarterly deadlines, SCDP uploaded the required data on timely basis.

Achieved Deliverables

The following major deliverables were successfully achieved during the operational year for Component-II:

i) M&E strategic plan
ii) Technical Report (gender analysis)
iii) SMC trainings
iv) M&E dissemination strategy
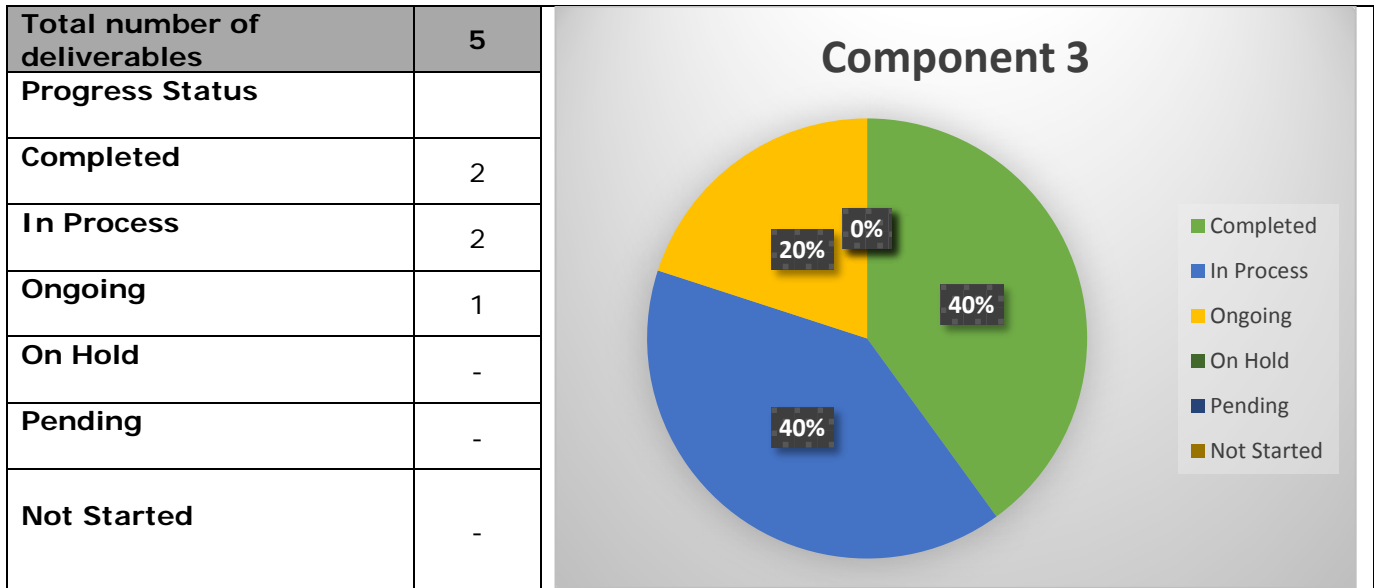v) Development of detailed version of SBEP M&E database.

Challenges

- IPs consumed more time in uploading respective indicators data on SBEP M&E web-portal. Therefore, delayed availability of progress updates online on SBEP web-portal for stakeholders.

- SBEP quarterly M&E field visit plan was delayed owing to lack of clarity on financial settlements of PMIU staff expenses. Therefore, delay affected meeting the deadlines of submitting the quarterly monitoring visit report of the given quarter (April-June 2018).

- M&E field visit team encountered challenges with regard to accessing a few targeted schools as the route maps were found unavailable on google map, consuming extra time and efforts in locating school address during reporting year.

- A major challenge was the initial delay in signing of the contract with mobile application development firm. Delays occurred in the finalization of appropriate vendor. In addition, delays in SMC elections led to further delays in starting SMC trainings on time.

- Owing to non-availability of enough literate persons SMC training team faced challenges with regard to explaining e-monitoring application. Secondly, finding a reasonable number of female SMC participants for e-monitoring training was difficult in communities.

- There were delays from concerned authorities with regard to providing feedback on M&E strategic plan and Gender Analysis report. Owing to interim government and elections the process of approvals from SELD were delayed. These transfers, posting and interim government set up at SELD Officials caused delays in achieving a few deliverables on time which include; establishing linkage of SBEP M&E database at DG M&E website, M&E strategic plan and its implementation.

Component 3: Facilitate knowledge generation on education challenges & innovative interventions to inform decision-makers for the improvement of education policies and programs

Total number of deliverables	5
Progress Status	
Completed	2
In Process	2
Ongoing	1
On Hold	-
Pending	-
Not Started	-

Deliverables	Indicators, Targets	Progress Activities Summary	Status
3-a-1 Two research studies on SBEP's innovative interventions and strategies conducted.	Number of research papers disseminated. [Target=2]	PPP study finalized. Final report of EGR study submitted to USAID.	**Completed**
3-b-1 Research Dissemination Strategy developed and implemented to share the knowledge on effective programming approaches and lessons learned with relevant stakeholders.	Number of Research Dissemination Strategies prepared and Implemented. [Target=1]	Dissemination seminar on EGR study is to be held after approval of the report by USAID.	**In Process**
3-c-1 Support provided to ELD's role in policy and program reform (inclusive of SBEP) as a result of research and advocacy conducted.	Rating of SELD's role in policy and program reform. [Target=4]	A 2-day workshop on research communication/advocacy was proposed for SELD officials. Details of the proposed activity are to be finalized.	**In Process**
3-d-1 Support provided to ELD through capacity building in conducting research and using research evidence for developing policies and	Rating of SELD's capacity in conducting research. [Target=4]	Achieved	**Completed**

Deliverables	Indicators, Targets	Progress Activities Summary	Status
programs enhanced at provincial level against the baseline/benchmarks.			
3-e-1 Support provided to PMIU to enhance advocacy and communication capabilities to increase impact and visibility of SBEP among the Government of Sindh, ELD, media, civil society, and communities.	Number of Communication strategies prepared. [Target=1]	SCDP reviewed the latest version of ICT and SBEP video documentaries, and submitted the draft final version to USAID for final review and feedback. Moreover, SCDP video documentary was also finalized.	**On-going**

Progress Updates

Major achievements under component 3 were completion of two research studies and SELD Research Capacity Development Program. The later was a 12 week training program for the nominated personnel of DCAR, PITE, STBB, STEDA and Directorate of Teachers Training Institute. Cumulatively, 27 SELD relevant staff were trained on conducting research. In addition, a dissemination seminar was organized to share results of Public Private Partnership for Better Service Delivery in Government Schools of Sindh research and PPP Best Practices Study on July 14, 2018 in Karachi. Besides, detailed review of video documentaries on ICT and SBEP was also undertaken. Subsequently, final draft version of ICT and SBEP video documentary was submitted to USAID for final review and comments. Also, technical editing of the EGR report was completed by the SCDP team in consultation with the AKU-IED team. Regarding communication support to PMIU, a firm was selected to revamp the SBEP website and subsequent meetings of SBEP Communication Working Group were held to discuss the same.

Major Activities

Following are the major activities that took place in the last operational year-2017-18:

I.   Research Capacity Building Support to SELD

In the wake of research capacity building support activities, an orientation meeting was held on October 4, 2017 at the office of Secretary SELD, which was chaired by Additional Secretary PDR. Participants included head of Curriculum Wing and representatives from DCAR, PITE, STBB, STEDA and Directorate of Teacher Training Institutes. The meeting aimed to familiarize participants about objectives, nature and scope of SCDP's support for research capacity building of SELD.

With regard to nominations for capacity building program, two meetings took place during the quarter of Apr-Jun 2018 with the participating organizations of SELD. Nominations from participating organizations were received after consistent follow-up. The ToR(s) for hiring a consultant/firm for the capacity building were also advertised through the website and other contacts. AKU-IED expressed an interest to undertake the assignment. In this regard, a meeting with Dr. Takbir Ali, Head of Outreach AKU-IED was held on January 26, 2018 to discuss the details of the assignment. AKU-IED was requested to submit a proposal by February 2, 2018. A proposal for SELD capacity building was submitted by AKU-IED, which was followed by a meeting with the team to discuss the proposed plan. Later on, selection of AKU-IED was finalized to carry out the research building capacity activities. Subsequently, the proposed plan was shared with Dr. Fouzia Khan, Head of Curriculum Wing and a meeting was also held with Dr. Fouzia Khan on February 22, 2018. Initially, the 12-week program was planned to be started on February 28,

2018. However, due to a delay in issuance of notification by SELD, the program was re-scheduled for second week of March 2018.

The program was successfully launched on March 9, 2018 with an introductory session and training needs assessment (TNA) held at AKU-IED. The TNA served the basis for designing the research training. Research training was provided to 27 participants from PITE, TTIs, DCAR, STEDA, STBB and Curriculum Wing. The training covered basic concepts of research, qualitative research design, quantitative research design and development of research plan. The program was successfully completed during in the quarter of Apr-Jun '18. It enabled the participants to enhance their research capacity, improve their knowledge and awareness about indigenous research. The participants included staff members from Directorate of Curriculum Assessment and Research (DCAR), Sindh Textbook Board (STBB), Provincial Institute of Teachers Education (PITE), Sindh Teacher Education Development Authority (STEDA) and the Directorate of Teachers Training Institutions and the Curriculum Wing. Closure ceremony of the program was held in Karachi on June 7, 2018. It was attended by the Secretary SELD, Secretary Planning, USAID's Deputy Mission Director, COR-SCDP, PD-PMIU and other officials from SELD.

Concurrently, an institutional analysis of SELD's research capacity was also conducted. During the quarter of Jan-Mar 2018, SCDP team and the consultant Mr. Danish Rashdi held a meeting with Dr Fouzia Khan, Head of SELD's Curriculum Wing, to discuss the details of institutional research capacity assessment of SELD in which Dr. Fouzia Khan was requested to send a letter to the participating organizations to facilitate the consultant in the assessments. Another meeting was held with the Head of Curriculum Wing to discuss SELD's institutional assessment. Accordingly, the fieldwork for SELD's institutional assessment was initiated. In this regard, meetings were held with relevant officials of STEDA, DCAR, TTIs, STBB, and Directorate of PD&R. In addition, consultations were also held with education experts and relevant individuals in the SELD. Draft report on Institutional Analysis of SELD's Research Capacity was submitted by the consultant, which was followed by a meeting with him to discuss the comments on May 29, 2018. Final draft of the report was submitted by the consultant after incorporating the comments and suggestions.

II. Research Work

During the year 2017-18, following research studies were completed: 1) Early Grade Reading (EGR) Innovations for Quality Education - prospects for scaling up. 2) Public Private Partnership for Better Service Delivery in Government Schools of Sindh.

Early Grade Reading (EGR) Innovations for Quality Education - prospects for scaling up.

In the first quarter Oct-Dec 2017 of the reporting year, the EGRA study data and assessment tools were provided by SRP which were used for a quantitative survey on the EGR study. The data collection process started during the last week of October 2017. AKU research team initially conducted field visits in Dadu, Larkana, Kashmore and Sukkur districts. Later, the research team conducted field visits in Karachi for the study. The task of data collection in all the sample districts was completed. Meetings with AKU team were held on November 24, 2017 and on December 13, 2017 to discuss the work progress. Earlier, in December 2017, the team requested an extension of two months for completing the study since data collection was delayed due to the unavailability of EGRA data and assessment tools. SCDP agreed to grant an extension of two months. Due to the delay, AKU team was requested to submit a revised work plan for the remaining activities. Moreover, monitoring visit (regarding data collection) of a sampled school in Karachi was conducted on December 14, 2017.

The AKU-IED team initiated preliminary analysis of the data collected for EGR study. A meeting with SCDP team was held at AKU-IED on January 23, 2018 where initial observations of qualitative data and a descriptive analysis of quantitative data were presented by the research team. A revised work plan for the remaining activities was also submitted by the AKU-IED. Moreover, during a meeting held on February 20, 2018, AKU-IED gave detailed presentations on the quantitative and qualitative findings of the study which was followed by a discussion. It was suggested that major findings of the research

should be shared with SRP since their feedback would be helpful for data validation as well as for triangulation purposes. A report was also shared on the preliminary analysis and comments on the report were communicated to the team leader in a brief meeting on March 26, 2018.

Moreover, On the EGR study, SCDP team held a meeting with AKU-IED team on April 23, 2018 to discuss the contents of draft research report. A presentation was also given on the findings of the study by AKU-IED team to SCDP and SRP on May 15, 2018. Two additional meetings were also held with AKU-IED research team on the draft report on May 23-24, 2018. The draft was completed and reviewed. Final draft of EGR study was submitted by the AKU-IED team on June 4, 2018, which was reviewed and technically edited by SCDP team in consultation with the research team. Final report was shared with USAID.

Public Private Partnership for Better Service Delivery in Government Schools of Sindh
The second study on PPP was also completed in the reporting year. The research team of the PPP study shared the preliminary findings with the Project Management Committee on October 6, 2017. A zero draft of the study was also shared by the team. Purpose of sharing the zero draft and preliminary findings was to get feedback from SCDP team and PMC. Draft report on PPP study was reviewed by SCDP in January 2018 and a meeting was also held on January 22, 2018 to share and discuss comments/suggestions. Accordingly, a revised draft of the report was submitted by the consultant and his team. The report was shared with USAID for comments.

During the quarter of April-June 2018, a revised draft of the report on PPP study submitted by the consultant was reviewed y SCDP. A presentation on the study findings was given by the research team to PMC and USAID on May 4, 2018. Comments on the draft report by SCDP and USAID were communicated to the consultant. Subsequently, final draft of the study submitted by the consultant on May 28, 2018 was reviewed. Final draft of the PPP study was edited and the report was published.

III.   Research Dissemination Strategy

The Research Dissemination Strategy and Implementation Plan prepared by the consultant (Engaged by SCDP) was shared with USAID for review. Feedback from USAID was received and incorporated in the strategy and implementation plan.

Preparation of the implementation plan for research communication was initiated during the first quarter – Oct-Dec 2017. The strategy suggested various avenues of communications in accordance with the variety of target groups and the financial resources available for this activity. The implementation plan in the light of discussion was finalized by November 2017 thereby project team decided that two dissemination seminars will be conducted for sharing the results of EGR study and PPP for Better Services Delivery in Government Schools of Sindh. Also, Targeted meetings will be held with SELD and other relevant government officials for sharing the results of studies. In this regard, a presentation on the PPP study was given to the Secretary SELD on June 1, 2018 at RSU office. Moreover, a seminar on PPP for better service delivery was held in Karachi on July 14, 2018. Findings of two studies, that is: **Public Private Partnership for Better Service Delivery in Government Schools of Sindh**; and **PPP Best Practices** – were disseminated in seminar. Mr. Abdul Wahab, Program Director SBEP and Mr. Michael H. Hryshchyshyn USAID Acting Deputy Mission Director Karachi addressed the seminar. Presentations on studies were made by Dr. Muhammad Babur (research study consultant PPP study), Mr. Abdus Sami Khan and Mr. Sanjai Talreja while Mr. Asad Ali Shah, Chairman, Project Management Committee – SCDP moderated the discussion session. The dissemination of EGR study is planned in the extend period of the project.

IV. SBEP Communication Strategy

During the reporting year, several meetings of SEBP Communication Working Group were held to discuss the work progress on SEBP website, preparation of short videos and other communication products. The evaluation process for short videos was also done as the panel met twice to evaluate the proposals for short videos during the first quarter. Moreover, the proposals received to revamp the SBEP website were also evaluated. A firm was selected to work on revamping the SBEP website. In this regard, a meeting of SBEP Communication Group was also held to discuss the revamping of the SBEP website.

Work on pre-production of short videos (SBEP, SCDP and ICT) started and various meetings were held with the producers – IJ Films (SBEP and SCDP videos) and Carving Productions (ICT video). A meeting with IJ Films was held on February 1, 2018 to discuss the details of storyline and develop key pointers for the SBEP video. On February 6, 2018, a meeting was also held at PMIU where IJ films presented the pointers for the proposed SBEP video to PMIU and USAID. It was suggested that IJ Films should prepare a draft script of the video which would be shared with PMIU and USAID. Accordingly, a draft script of SBEP video was prepared and presented in a meeting with PD-PMIU and USAID which was held on February 20, 2018 at PMIU. The PD-PMIU provided his approval for filming the video. Meetings were also held with Carving Productions for the selection of success stories and developing a storyline of ICT video.

SBEP's video shooting in the field was completed in June 2018. Interview of the Secretary SELD along with office activities was recorded on June 14, 2018. Video recording at PMIU took place on July 2, 2018. A meeting of IJ Films with SCDP team and USAID representative was held on August 3, 2018 to review the video documentary. Focus of the review was to reduce the length of video from 11 minutes to about 7 minutes. Required changes in the script were suggested and revised version of the video was submitted by IJ Films.

Concurrently, video shooting for ICT video was completed and draft version of the video was submitted by the Carving Productions, which was reviewed by SCDP. Subsequently, final version of ICT video was submitted by the Carving Productions.

Work on revamping the SBEP website has also been underway. Several meetings on revamping the SBEP website with PMIU also took place throughout the year. Discussion was held on the two proposed templates prepared by the PotDrum. Based on the suggestions made by PMIU, final template was prepared and shared with PMIU. Another meeting was held with PD-PMIU on June 13, 2018. The proposed template for SBEP's website was approved by PD-PMIU. Work is underway on revamping the website.

Achieved Deliverables
Rating of SELD's capacity in conducting research has already been completed.
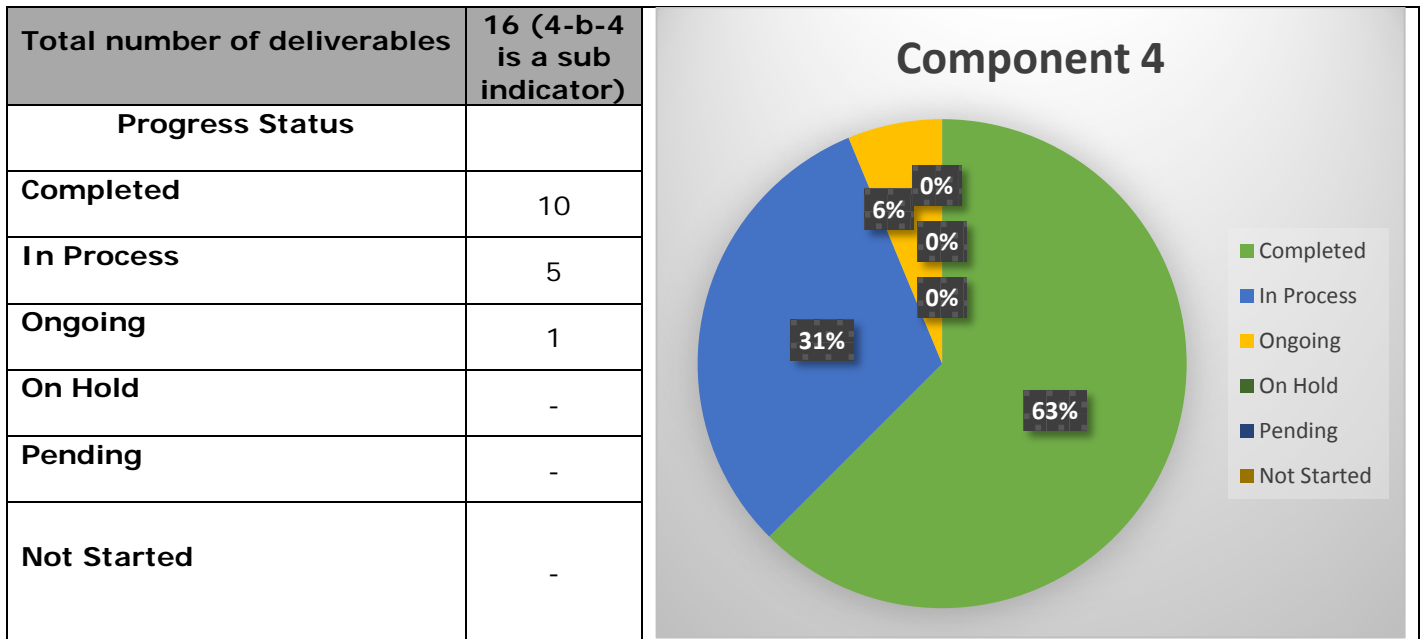
Challenges

- The delays were encountered owing to gaining access to the EGR tool and data from SRP, which affected the timelines of the EGR study.

- Despite several follow-up(s) nominations for research capacity building of SELD were not provided by DCAR, STBB and PDR for research training of SELD partner organizations on timely basis. This caused considerable delay in the initiation of research training activity.

- There had been significant delay in completion of revamping the SBEP website. Initially, approval of the proposed template and sharing the website data was delayed by PMIU. After approval and the receiving the data, the website was developed and was shared with PMIU on July 30, 2018. Remaining major activity at that time was designing of the dashboard, which was to be carried out in consultation with PMIU. As per the ToRs, website was developed in PHP CodeIgniter Web

Framework. However, during the meeting, PMIU asked the developer to shift the website on WordPress framework. PMIU was informed by SCDP that change in the ToRs will involve more time and cost revision since the background work has already been done. PMIU has suggested that the Wordpress was a suitable platform and the website be shifted from CodeIgniter to WordPress. The developer has been contacted for providing cost implication. Thus, significant delays were caused.

Component 4: **Strengthen capacities, systems and policies of the E&LD to improve the education services in conjunction with the education reforms in Sindh**

Total number of deliverables	16 (4-b-4 is a sub indicator)
Progress Status	
Completed	10
In Process	5
Ongoing	1
On Hold	-
Pending	-
Not Started	-

Component 4

- Completed 63%
- In Process 31%
- Ongoing 6%
- On Hold 0%
- Pending 0%
- Not Started 0%

Deliverables	Indicators, Targets	Progress Activity Summary	Status
4-a-1 Capacity gap analysis with regard to PPP of ELD conducted and shared with ELD and USAID.	Number of Capacity Building Analyses conducted. [Target=2]	Achieved	**Completed**
4-a-2 Assistance to the GoS provided to support PPP Unit/Node at the ELD to improve its capacity to promote, develop and implement PPP projects.	Rating of the PPP Node of the ELD to effectively carry out its mandate. [Target=4]	SCDP-PPP team regularly visiting PPP Node and provides support on recruitment, hiring and other technical support.	**On-going**
4-a-3 Min. of 10 staff members involved in PPP with PPP Unit/Node at ELD, RSU and the FD trained in several aspects of PPP policy/regulatory	Refer to indicator 5	Achieved	**Completed**

Deliverables	Indicators, Targets	Progress Activity Summary	Status
framework and projects.			
4-a-4 Standardized PPP tool kits and education sector-specific guidelines developed and disseminated.	Number of Standardized PPP Tool Kits developed [Target=1]	Achieved	**Completed**
4-a-5 Education specific PPP management information system developed, and support provided to the ELD for its effective utilization.	Number of Education Specific PPP MIS developed [Target=1]	The PPP website developed, domain name registers with PKNIC, EMIS is uploaded on PMIU server	**In Progress**
4-a-6 Support provided to ELD to institutionalize PPP best practices in education.	Number of Best Practices recommended to ELD [Target=TBD]	PPP best practices report was completed and now being updated and costing of different models is being incorporated	**In Progress**
4-b-1 Min. 800 govt. teachers (at least 30% females) participate in training sessions and demonstrate competencies in effective use of ICT in teaching-learning process at schools.	Number of teachers having completed training in ICTs [Target=800] (SCDP Target=at least 75 per district)	A total of 508* (63.5%) teachers were trained. Out of the total trained, 300 were male and 208 were female. The share of females was 41%.	**In Process**
4-b-2 Min. of 4,000 students (at least 50% girls) participate in training sessions to demonstrate competencies for using ICT as an effective tool in their everyday learning specially science learning.	Number of in school students having completed training in ICTs [Target=4,000] (SCDP Target= At least 400 per district)	A total of 2,748 (69%) in-school students were trained. Out of which 1,335 were girls and 1,413 were boys. The share of girls stands at 48.5%.	**In Process**
4-b-3 Min. of 4,000 out of school children (ages 13-17) and adults (at least 35% females) residing in project villages participate in ICT literacy programs.	Number of out of school children having completed training in ICTs [Target=4,000] (SCDP Target= at least 400 per district)	A total of 2,173 (54%) OOSC & adults were trained. Out of the total trained, 877 were male and 1,296 were female. The share of females was 60%.	**In Process**
4-b-4 Min. of 1,000 out of school adolescent girls (ages 10-19) residing in project villages participate in ICT literacy programs. (Note: this indicator is a sub set of Sub-Obj-2.2.c above and its	Number of adolescent girls receiving skill development training (MSF 2.1.2b, MSF 4.1c, F-3.2.2-41; PPR)	A total of 961 adolescent girls (96%) within the age of 10-19 years were trained in ICT basic skills. The share of adolescent girls was 100%.	**In Process**

Deliverables	Indicators, Targets	Progress Activity Summary	Status
figures are included in the referred indicator)	[Target=1,000]		
4-c-1 Assist ELD to development of ALP policy focusing on private sector engagement developed as per rules of business of the GoS.	Number of policies, laws, regulations or guidelines developed or modified to improve education quality, management or planning [Target=1]	Achieved.	Completed
4-c-2 Technical support provided to the ELD for the development of ALP policy implementation framework and its piloting.	ALP Policy Implementation Framework developed.	The implementation model was completed and now the PPP initiative and costing model is being incorporated	In Process
4-c-3 Best practices and lessons learned documented and disseminated to inform policy makers for further action.	Best practices and lesson learned document prepared [Target=TBD]	Based on the feedback from Directorate NFE. The NFE models form Sindh incorporated and submitted for second review	In Process
4-d-1 Capacity need assessment conducted and shared with ELD and USAID.	Refer indicator-25.	Achieved.	Completed
4-d-2 Tier-1: Min. of Nine high-level provincial officials trained at a US based university to sharpen their skills and knowledge on cross-functional leadership and policy reforms.	Refer indicator-4.	Achieved.	Completed
4-d-3 Tier-2: Min. of ten managers and technical staff of ELD participated in a regional study tour to enhance their understanding of best practices in education and observed to be applying new knowledge for the implementation of education reforms in Sindh.	Refer indicator-4.	Achieved.	Completed
4-d-4 Tier-3: Min. of 25 district level education managers from the target districts/towns trained and/or sent to inter-provincial exposure and observed to be contributing to the implementation	Refer indicator-4.	Final report is under preparation.	Completed

Deliverables	Indicators, Targets	Progress Activity Summary	Status
and management of SBEP more efficiently.			

* Till July 2018, 470 teachers were trained. During the reporting month, 41 teachers availed ICT trainings which increased the progress to 511. However, after data cleaning process, 3 teachers were removed, thus, current progress stands at 508 teachers.

Progress Update

Under component 4, one of the major achievement was the Launch of the PPP Guide & Toolkit, which was held on November 7, 2017 in the reporting year. Moreover, Non-Formal Education (NFE) Policy was formally approved at a cabinet meeting, held on October 5, 2017. In addition, the NFE Policy implementation framework has been prepared and updated in line with feedback and shared with NFE Directorate. Also, The NFE best practices document was finalized after incorporating Sindh based NFE best practices. In addition, the recruitment test against vacant posts at PPP Node was conducted by Sukkur IBA at NJV College Karachi. The recruitment process was nullified by Secretary SELD owing low scoring of candidates in the recruitment test. Moreover, another significant achievement of the component was the training of eighteen (18) Government of Sindh officials (SELD, PPP Node, Finance Department and PMIU) were trained on PPP Policy and Regulatory Framework at Beach Luxury Hotel, Karachi.

Furthermore, for capturing PPP Best practices, SCDP PPP team visited Khyber-Pakhtunkhwa and Islamabad to study and explore successful PPP best practices models for replication in Sindh. During the visit team examined Education Voucher scheme in KP and Agha Khan Foundation models being implemented in Gilgit-Baltistan and Chitral. Moreover, PPP Node's website was updated and relevant details were also incorporated in the PPP MIS. Correspondingly, PPP Node domain name was registered, followed by its uploading on PMIU web server. Also, Tier I, II and III trainings of SELD officials were organized and concluded in the reporting year 2017-18.

Furthermore, substantial gains were recorded in the ICTs in the reporting year where 164 teachers were trained in ICTs out of which 87 comprised of female teachers. Similarly, 1009 in-school students participated in ICTs out of which 611 were girls. Also, 422 OOSC children availed ICTs out of which 283 were girls.

Major Activities

Following are the major activities that took place in the last operational year 2017-18:

I.   Public Private Partnership Guide & Toolkit

In coordination with the PPP Node SELD, SCDP, successfully organized and executed the Launch Event of the PPP Guide & Toolkit on November 7, 2017. The Toolkit document was jointly developed by PPP Node, SELD and SCDP under the aegis of USAID-funded Sindh Basic Education Program.

The PPP Guide & Toolkit was officially launched by the Chief Guest, Mr. Jam Mehtab Hussain Dahar; Minister for Education & Literacy department, Sindh. Other dignitaries included, USAID acting Deputy Mission Director Mr. Oghale Oddo, Secretary School Education & Literacy Department, Dr. Iqbal Hussain Durrani, USAID Senior Policy Advisor & Manager, Dr. Randy Hatfield, Senior Director PPP Node, Mr. Abdul Wahab Soomro and other senior government officials. The event was attended by representatives of international donor agencies, academic institutions and civil society organizations that are actively contributing in education sector of Pakistan.

II.   Support to PPP Node, SELD

In the reporting year, the mission and vision of the PPP Node was discussed with the respective officers and was subsequently finalized. The final draft was developed on a Note Sheet for the approval of Secretary SELD. Moreover, recruitment process of PPP Node was initiated. In this regard, Sukkur IBA (SIBA) was officially approached to conduct tests for the vacant posts of the PPP Node. The test was conducted in NJV College Karachi, on December 10, 2017. The overall passing percentage was set at 60%, whereas, 40% was set for each section of the test. However, 2-3 candidates against the Finance positions were able to secure passing percentage i-e 60%. Remaining candidates secured below minimum passing percentage. Therefore, as per recommendation of PPP Node, Secretary SELD declared the results null and void and directed the Node for the re-advertisement of the positions. Advertisement for PPP Node vacant post has been published in the leading newspapers.

Furthermore, SCDP drafted a summary for upward revision of budget of PPP Node to Chief Minister Sindh, as suggested by the Secretary. The summary proposed that the budget allocation, both salary and non-salary, of the PPP Node to be revised and broadly be brought in line with the pay packages being availed by the PPP Unit, Finance Department. Furthermore, due to budget constraints, office premises for the PPP Node could not be procured. PPP Node, therefore, requested increment in the rent budget and other non-salary expenses in the revised budget. Furthermore, SCDP met with PPP Node to figure out how to urgently rent an office premises. However, a suitable place within the current allocated budget for rent could not be decided by the PPP Node owing to budgetary constraints.

III.   Training on PPP Regulatory Framework

PPP Training which was 'on-hold' since the beginning was completed in the reporting year. This deliverable was dependent upon the hiring of additional staff of PPP Node by the Government of Sindh. However, it was decided that the PPP Training under this deliverable should be conducted with existing staff members of the PPP Node, SELD.

The training of Government of Sindh Officials on PPP Policy and Regulatory Framework was held on June 26-27, 2018 at Beach Luxury Hotel, Karachi. A total of eighteen (18) Government of Sindh officials participated in this training included officers from the Regional Directorates of SELD; District Education Officers, SELD; Officers of the PPP Node, SELD; Officers from the Directorate of Non-Formal Education, SELD; officers from the PMIU EMS Project, SELD; and officers from the PPP Unit, Finance Department.

Trainers were invited from various institutions/organization to impart the subject training on PPPs. Dr. Sajid Ali, Associate Professor, AKU-IED gave a detailed presentation on PPPs. Ms. Birjis Jaleel, Director AASA Consulting, was invited to present on the Role of Independent Expert. Mr. Zeeshan Shahid,

Partner Deloitte Yousuf Adil, was invited to present on the Role of Independent Auditor. Mr. Shahnawaz Nadir Shah, Finance Department, Government of Sindh briefed the participants on the financing and disbursements mechanism of PPP projects. Ms. Zareen Qureshi, Executive Director, Charter for Compassion, presented on the practical issues being faced by the EMOs.

IV.   PPP Best Practices

In the quarter of Oct-Dec 2017, SCDP's PPP team coordinated with KP for a study visit on gathering PPP Best Practices. The visit was planned in the first two weeks of December 2017. Subsequently, meetings were held with Elementary Education Foundation (EEF) in KP from December 4-8, 2017. A total of 4 different EEF models were reviewed and the Education Voucher Scheme was also examined. Visits to schools under the Education Voucher Scheme were also conducted. KP government officials, including PPP specialists working in the Change Management Unit, P&D department and Education department were interviewed to discuss reforms. Meetings were also held with the staff of an NGO called **Khwendo Kor** that works on school improvement and adaptation of schools from the government.

In Islamabad, meetings were held with Aga Khan Foundation from December 11-13, 2017. The PPP models implemented by the Aga Khan Foundation in GB and Chitral were analyzed. Furthermore, meetings were also held with The World Bank and Asian Development Bank for an overview of their past, current and future projects related to PPPs. Findings from the visit are being analyzed and documented.

First Draft Report on PPP Best Practices in education was prepared and shared internally for review in April, 2018. Subsequent to internal meetings, a draft report on PPP Best Practices in Education was revised and improved. The report was shared internally review, also the same was shared with USAID for review.

V.   PPP MIS

During the reporting year, PPP Node's website was updated, the information regarding PPP Node staff added and teacher's details were also incorporated in PPP MIS. PPP Node domain name has been registered with PKNIC. The PPP-MIS was uploaded on PMIU web server.

The first layout of the PPP-MIS along with the administration panel was developed earlier. Some of the data has been uploaded on the system, including basic data of schools, private partner's information, IA/IE information, Escrow Bank's information. However, the scanned copies of the executed agreement including Concession Agreements, IA/IE Agreements and Escrow Agreements are still pending with the PPP Node, which shall be uploaded as soon as they are received.

Conceptual framework and structure of the PPP MIS was developed earlier. The preliminary consultation was held with the PPP Node on the Concept Note. Desk research of the existing MIS that is being used and managed by SELD was done. The draft concept note will soon be initiated for approval of the Secretary SELD.

Two consultative session were conducted with PPP Node on PPP MIS on April 10, 2018 and April 18, 2018 respectively. Following consultative sessions on the PPP-MIS, preliminary layout of the PPP-MIS was developed in May. The first layout of the PPP-MIS along with the admin panel was developed in June, 2018. Furthermore, for development of PPP EMIS IT programmer joined SCDP. The data pertaining PPP interventions of SELD was also partially collected for the PPP-MIS.

The first layout of the PPP-MIS along with the administration panel was developed. Some of the data has been uploaded on the system, including basic data of schools, private partner's information, IA/IE information, Escrow Bank's information. However, the scanned copies of the execuetd agreement including Concession Agreements, IA/IE Agreements and Escrow Agreements are still pending with the PPP Node, which shall be uploaded as soon as received.

Approval of the server and domain from the SELD to make the MIS system live are awaited. The third consultative session is expected in the first week of July, 2018. This deliverable is expected to be finalized by July 25, 2018.

VI. Training of GOS Officials

During the reporting year, Under Tier 1 training, PD-PMIU attended Executive Education training course on "Leadership Decision Making" at Harvard Kennedy School, USA from October 15-20, 2017. Further, a total of 10 senior officers and heads of organizations associated to School Education and Literacy Department visited Malaysia under tier-II training / exposure visit from November 20-24, 2017. A pre-visit workshop was held on November 18, 2017 to brief participants about their travel, USAID guidelines, objectives and expected outcomes of the visit. During the visit, participants were informed about the education system of Malaysia, Education Plan (Bluebook 2013-25), Education Performance and Delivery Unit, School Education Division, Teacher Education Division, Quality Assurance Mechanism, Curriculum Development and Assessment Division, and Teacher and School Leadership.

In the previous year, 30 government officials (25 from districts and 5 from provincial level allied institutes) were sent on an exposure visit from September 11-15, 2017 to observe and experience the reforms and initiatives taken by Khyber Pakhtunkhwa and Punjab to improve quality of education. A post-visit workshop was conducted with all the stakeholders from October 16-17, 2017 at Pearl Continental, Karachi to reflect on learning experiences from the exposure visit. The purpose of this workshop was to engage all the stakeholders in a constructive dialogue and share feedback on the policy and planning practices of Sindh in the reporting year.

VII. ICT Trainings

During the reporting period, 97 laptops along with 31 Wi-Fi devices and 8 printers were procured by SCMP and handed over to SCDP. It was decided that SCMP will get all the equipment ensured before transferring them to SCDP. For the transfer of equipment, an agreement was signed between SCMP and SCDP on November 29, 2017. Following the agreement, the equipment was handed over to SCDP on December 6, 2017. After receiving the laptops, SCDP installed the required software(s) for ICT trainings. SCDP team got custom-made mobile cabinets to ensure convenient movement of laptops from school to school during ICT trainings, to ensure safety and good handling of the equipment.

Category	LOP Target	LOP Achievement %	District	Oct-Dec 2017		Jan-Mar 2018		Apr-Jun 2018		Jul-Sep 2018		District Total	Annual Achievement	%
				F	M	F	M	F	M	F	M			
Level 1			Dadu	-	-	9	11	-	-	-	-	20		
Level 2	800	64%	Dadu	-	-	12	20	-	-	-	-	32	164	21%
			Jacobabad	31	-	-	-	-	-	-	-	31		
			Kambar Shahdadkot	-	-	18	12	-	-	-	15	45		
			Kashmore	-	-	-	10	-	-	1	9	20		
			Larkana	-	-	-	-	-	-	16	-	16		
Level 3	4,000	70%	Dadu	-	-	-	-	67	98			165	1,009	25%
			Jacobabad	-	-	80	-	-	-			80		

			Kambar Shahdadkot	-	-	220	143	-	-	26	25	414		
			Kashmore	-	-	-	107	-	-	25	25	157		
			Larkana	-	-	-	-	63	-	130	-	193		
Level 4	4,000	53%	Dadu	-	-	-	-	38	74	-	-	112	422	11%
			Jacobabad	-	-	80	-	-	-	-	-	80		
			Kambar Shahdadkot	-	-	102	15	-	-	-	-	117		
			Kashmore	-	-	3	50	-	-	-	-	53		
			Larkana	-	-	-	-	29	-	31	-	60		

VIII.   ALP/NFE Policy and its Implementation Framework

One of the biggest achievement of USAID-SCDP is approval of NFE policy by the Sindh Government in the Cabinet meeting held on October 5, 2017. The NFE policy formally notified on Feb 27, 2018 and launched on the same day. The Minister of Education, SELD, Mr. Jam Mahtab Dahar, Secretary of Education, Dr. Iqbal Durrani, Deputy Mission Director USAID, Mr. John Smith-Sreen accompanied by other dignitaries from the public and private sector participated in the event. Speakers emphasized the importance of Non Formal Education in the light of high number of out of school children and low literacy rates in Sindh. They further stressed the significance of the implementation of this Policy to combat high number of drop outs and low literacy rate in the province. The Minister for education stated that strong political support would be provided to implement the NFE policy in order to improve the educational indicators in Sindh.

Following the launch of Non Formal Education Policy (NFE), the core committee consisting of Directorate of Literacy and Non-Formal Education, SRP, JICA, UNICEF and SCDP held several meetings to suggest timelines for developing NFE policy implementation plan. In this regard, a meeting was held on November 16, 2017 at the NFE Directorate, later, the work on NFE Implementation Plan kicked off. SCDP arranged a meeting of key stakeholders including JICA to discuss NFE Implementation Plan at SCDP office on December 08, 2017. After various meetings of core committee, the NFE implementation plan was finalized in June 2018, subsequently, the costing part of NFE implementation plan was supported by UNICEF. The implementation plan is finalized and shared with Directorate for final review and comments.

SCDP provided necessary support for the development of Non-Formal Education National Action Plan, which is being prepared by the NCHD in consultation with Directorate of NFE.

IX.   NFE Best practices

In the reporting year 2017-18, SCDP along with NFE Directorate officials visited Punjab from April 18-21, to capture different NFE models including '*Taleem Sab Kay Liay*' implemented by Literacy and Non-Formal Education Department, Government of Punjab. Followed by visit to Khayber PakhtunKhwa from April 23-25, Islamabad from May 7-9, 2018 and Gilgit-Baltistan from June 27-29, 2018 to document the Non-Formal Education Practices in Pakistan. Director Non-Formal Education and Additional Director Literacy Non-Formal Education, SELD also visited Gilgit-Baltistan to comprehend NFE models. A few International and regional good practices were also included in NFE best practices document, and finalized in August, 2018. The document was shared with Directorate of Literacy and NFE, SELD. In addition, based on recommendations of USAID, Sindh based NFE model of BECS and BRAC were also included in NFE Best Practices document which was shared Director L&NFE, SELD for final comments.

X.   Support to SBEP Partners and SELD to mainstream SBEP activities

To ensure sustainability of efforts made by all SBEP partners, efforts are made every year that the government includes financial outlays against relevant interventions being transferred to SELD and its attached departments. For the financial year 2018-19, this effort was coordinated by SCDP. The project provided support to Sindh Reading Program (SRP), Sindh Community Mobilization Program (SCMP) and relevant government organizations like PITE, BOC and Directorate NFE to prepare budgets and subsequent follow-up on the same in SELD and Finance department. This process formally started in early February and included several meetings with the stakeholders to prepare budgets. It also included travelling to Directorate of Curriculum Assessment and Research (DCAR) Jamshoro for ICT based assessment budgets. Meetings were held with the Secretary SELD to brief him about the budget requirements and solicit his approval. The budgets were approved by the Secretary SELD. Some part of the proposals were sent to Finance Department while other components are still with the relevant section of SELD. This exercise took almost two (02) months of dedicated work.

Achieved Deliverables

i)   The MIS-PPP and PPP Best Practices has been completed.
ii) Capacity gap analysis conducted, PPP Unit/Node staff trained, PPP tool kit established, NFE Policy, Capacity need assessment conducted, training of Tier-1 Provincial level officials, Tier 2 and Tier 3 education officials.

Challenges

- Implementation of ICT training sessions was delayed due to the non-availability of computers at SBEP targeted schools.

- The recruitment process of the PPP Node has been pending for a long time. Owing to lack of required human resource PPP Node faces challenges with respect to discharge of responsibilities efficiently and effectively.

- Renting a suitable office space for the PPP Node has been a major challenge. Approval of the revised budget is pending and is not expected in near future. It might be allotted in the budget for FY 2018-19. Despite untiring efforts, the PPP Node is unable to allot an office space under the current allocated budget.

- ICT team has been facing challenges with regards to the identification of out of school children in line with criteria for ICT trainings.

- Students faced disruptions with regard to uninterrupted internet service as Zong (ISP) signal towers go off with power offs. These towers have no electricity back up amidst prolonged load-shedding. As a result, in Dadu and Larkana districts students faced difficulties in availing internet service.

- For the PPP Best Practices, USAID took more time than anticipated to provide approval on the research plan of PPP Best Practices phase II. Nevertheless, the approval was received, but the visit to Punjab is still pending. This may be attributed to the busy schedules of the Punjab Education Foundation (PEF) as the organization has been busy with in-house evaluations and examinations. The visit will be planned when they agree to meet.

3. Operational Updates

A. Human Resources

Major Activities

During the last operational year, HR was primarily engaged in meeting the human resource requirements, recruitment, maintaining payroll and handling of day to day human resource operations besides, developing contracts.

Following positions were filled during reporting year 2017-18: Procurement Assistant, Senior Administration Assistant, Interns to support M&E team, an office boy, PPP Project Associate, Programmer Analyst for PPP MIS, Senior Trainings and Learning Coordinator, M&E Manager, M&E Officer, Communication Manager, Front Desk Officer, Senior Accountant and part time Assistant Manager Accountants and IT consultant.

Challenges

- The team is still in the process of hiring a Team Leader for Education, Reforms and Policy.
- As the project is approaching its completion, it is becoming more challenging for the HR Team to find a resource who is willing to come on board on contractual basis for a short period of time.
- Budgetary limitations constrained HR department to attract quality human resource for vacant positions
- This year was followed by resignation of staff members due to the uncertainty of the Project Extension

B. Logistics and Administration

Major Activities

In the given reporting year, a post-visit workshop for Tier-III Training participants was arranged from October 16-17, 2017 at the Pearl Continental Hotel. It was a full-day session on both days and approximately 75 persons attended each day. Admin Department also arranged the photo and video coverage for the entire event. Moreover, preparations started for the PPP Toolkit launch ceremony by the end of October 2017 and all related tasks such as printing of manuals, certificate, invitation cards and preparation of shields were accomplished in-time. The ceremony was arranged at the Avari Hotel on November 7, 2017. It was a half-day ceremony attended by the Minister for Education, Sindh Education and Literacy Department and many other dignitaries. The event was covered both on video and camera.

In the month of November, planning and arrangements for Tier-II Training Visit to Malaysia took place. Air tickets and hotel bookings for the participants were arranged. The trip went smoothly and the participants did not face any problems during their trip. Prior to their departure, a Pre-Visit Workshop was also arranged for the participants at the PMIU premises on November 18, 2017.

Additionally, for safety and security purposes, a fire alarm system and security door lock system has been installed in the SCDP office premises. In order to familiarize the staff with the use, operation and types of fire extinguishers, an in-house demonstration and practice session was held during the month of November 2017.

Moreover, 97 laptops were received from CMP for ICT on December 6, 2017. The laptops were inspected and insured before they were delivered to SCDP. These laptops were safely kept in the SCDP premises and all the ICT training related softwares were installed beforehand for the participants. The plan for the safe transfer of these laptops to various schools in interior Sindh has been made along with the storage arrangements. This activity will be executed in the month of January 2018. ICT training for Tier 3 and 4 continued throughout the quarter and all assistance in the shape of provision of stationery, boards and transport for movement of the laptops was provided. At the same time, normal repair and maintenance of office premise and transport were carried out, which included repair of cabinets, servicing of the generator, cleaning of the carpet, fumigation, complete repair of a vehicle's suspension and overhauling of air conditioners of 3 vehicles.

Furthermore, SMC trainings were held at Dadu, Kashmore, Khairpur, Qambar and Sukkur from April 3-19 for which booking of training venues, food catering, accommodation, procurement of training material and transportation was arranged. In the same month, Component 4 team visited Lahore and Peshawar for NFE best practices study, and its air travel, hotel accommodation and transport at both cities was arranged.

The M&E team visited various school in Sukkur, Khairpur, Larkana, Jacobabad, Dadu and Karachi as a part of their quarterly monitoring visit from May 2-15. All required items were procured, hotel bookings for stay at all stations were made and 2 vehicles were provided for transportation of the teams and material.

In the first week of June, SPDC organized a seminar on its research studies at the Beach Luxury Hotel for which some administrative support was provided. In the same month, a 2 day PPP Training session was arranged at Beach Luxury Hotel from June 26-27. It was a full day session with approximately 30 attendees each day. Also, Component 4 team visited Gilgit and Skardu from June 26-29 for its NFE best practices study, and its air travel, hotel accommodation and transport by road from Islamabad, necessitated due to flight cancellations, were arranged.

Challenges

The admin team had to work long hours, due to constant changes and delays in the finalization and printing of the material during the PPP Toolkit Launch Activity.

Similarly, during the preparations for the Tier-II visit to Malaysia, the admin team had to face the challenge of constant changes in the plans and arrangements.

4. Success Stories

Steering the Change through Techno-Innovations

Figure 1 Safia lecturing during in school Information Communication Training in Government Girls High School Allah Khan Jamali, District Jacobabad.

A passionate and dedicated teacher, Safia Brohi, is currently rendering her services at a school called Government Girls High School Allan Khan Jamali in district Jacobabad. She participated in the ICT trainings organized for teachers in her school and soon, became an integral part. During the course of the teachers' training, she swiftly grasped ICT concepts and demonstrated exceptional ICT and computer skills. Due to her remarkable performance, she was also selected as a master trainer for the ICT trainings for a group of teachers. While describing the significance of computer skills, she stated, "Government teachers are not familiar with computer education. We are used to conventional methods of teaching and

learning process, which is getting outdated. I am extremely glad to have been a part of ICT training. It has not only served as a motivational factor for teachers but equipped us with skills to conduct research on internet to prepare interesting lesson plans for students. This shall play a crucial role to improve the quality of education in schools." She further explained the experience of different levels of ICT trainings. She also used her local social contacts to facilitate the participation of out-of-school children for ICT trainings. In addition to that, she narrated the view of girls' parents as, "Majority of the parents in our locality in Jacobabad are of the view that girls have to get married at an early age so it is not worthwhile to send them to school. However, due to ICT trainings and the facility of laptops and internet devices, out-of-school children were inspired to resume their education

Figure 2 Safia explaining different functions of menu bar during ICT trainings in Government Girls High School Allah Khan Jamali, District Jacobabad.

"She believed that ICT trainings for children, with the concentrated efforts of herself and her team, had paved the way for out of school girls to recommence their academic education. She also believed that education alone can enrich their lives in many ways and it was a remarkable achievement for a girl particularly in such an ultra-conservative social environment.

Safia's efforts did not cease here. She went on to muster support from her fellow teachers to collaborate with the school's administration to ensure that the computer lab is functional in school. In her school, despite availability of mini-laptops provided by a non-government organization, the computer lab has

remained non-functional. Post-ICT trainings, Safia showcased competent skills and capabilities to

manage the computer lab. With the support of the school administration coupled with school management committee, she went on to restore the computer lab in school. She was designated as a focal person for computer labs in GGHS Allan Khan Jamali. Integration of computer literacy in school is aiding efforts to overcome barriers regarding access of knowledge, research and connections with rest of world. She also added, "We are determined to use technology to inspire change in the lives of girls here. In my lectures, I try to motivate girls by referring them to the solution technology offers to the challenges they encounter such as, access to education etc. If girls are well versed with computer skills, I am sure they can use these skills to pursue their bigger dreams in future to transform their lives through education. I wish them all the best!"

Technology Creates Pathways for Women Empowerment

Saima Jamali out of school adolescent, beneficiary of Information Communication Technology trainings in GGHS Allan Khan Jamali, District Jacobabad

Traditionally access to education has been low in Sindh, especially for females, as only 25% of females have ever attended school compared to 60% of males3. Girls that do enrol in schools are at a high risk of dropping out once they become an adolescent which is the period when girls are seen as "becoming mature" and it may start as early as the age of 8. Despite common perceptions on the discontinuation of adolescent girls' education, the foremost reason is not poverty, distance to school or a lack of facilities. It is a lack of opportunities. Adolescent girls are unable to access opportunities due to conventional conservative traditions symbolizing girls as token of honour in rural areas of interior Sindh, limiting their possibilities of mobility, empowerment and education.

Saima, aged 18, daughter of Amanullah Jamali from Jacobabad, is one example of a striving adolescent girl who managed to create a path to not give up on her dreams. After her matriculation, one of Saima's siblings was diagnosed with cancer and eventually could not survive after three years of the prolonged illness.

This traumatic situation stalled Saima's education for a few years and put her family into deep financial crisis. She recalled, "Cancer is a fatal ailment. Prolonged illness and then death of a sibling spared nothing in our family. Life stopped all at once. I was extremely broken to witness such a sad situation facing my family. My hopes of pursuing education withered away as my family drifted into financial crisis." When poor families face a crisis caused by death or sickness of a family member, they are likely to reassess whether or not their child's education is delivering on promises: at that point, many parents decide to discontinue their children's education.

Saima shared, "One day, one of my friends shared that USAID is offering computer trainings to out-of-school students in my school. Instantly, I discussed it with my parents and sought their permission to avail this opportunity. I was very curious to learn about computers. This opportunity was a beacon of hope for me to once again, get back to my school and meet my teachers and friends." She participated during the ten days Information Communication Technology trainings held at Government Girls High School Allan Khan Jamali under Sindh Capacity Development Project-USAID. Saima successfully completed her training. Soon, she started to use desktop computer at her home. Keeping in mind, her stressful financial conditions, she started to offer computer tuitions to girls in the

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3 Government of Pakistan (2012) Pakistan Social and Living Standard Measurement Survey 2011-12, Islamabad: Pakistan Bureau of Statistics.

neighbourhood. The number of students has been gradually increasing. She is effectively using acquired computer skills to generate an income to support her family and education. She shared her aspirations, "Students are increasing day by day to learn computer. Since, I am a girl so families have no issues in sending their adolescent girls to me for learning computers. Once my income increases, I will purchase another computer to extend my computer center and steadily expand it on big scale level. This income will also help to resume my further education in future."

Promoting entrepreneurship through computer skills

Lizna is administering make-up session of a client at her parlour in Phulji station, district Dadu

Women continue to confront scores of odds in terms of accessing dividends of human development, particularly in our society which is largely dominated by patriarchal norms. Access to economic opportunities for women remains inequitable. Gender inequity systematically marginalizes a large segment of untapped human capital. This setting paints a deplorable picture of females in rural areas of district Dadu where social, cultural, patriarchal norms and religious paid work for women are considered highly unrespectable and undesirable.

Seventeen-year-old Lizna from Phulji station area of district Dadu is determined to break barriers that limits access to economic opportunities by using computer skills acquired from the ICT Training organized by Sindh Capacity Development Project (SCDP) in the neighbouring girls' school. Lizna shared, "I live in a large family of seven sisters and two brothers. My mother is a government servant and a sole breadwinner. It was always my desire to be an earning hand for my family in meeting daily household expenses and supporting my education." She also stated that despite her mother being an educated lady, their mobility and choice of earning is restricted due to cultural pressures. She was looking for an opportunity that would assist in generating some income for her family.

She informed that there were little options available for income generation for stay-at-home girls. It was her mother who informed her about free of cost computer training taking place at Government Girls' High School Phulji Station. This training turned out to be a beacon of opportunity for her. During the training, Lizna demonstrated extraordinary confidence and performed exceptionally well. She also added," We, the siblings, run a female beauty parlour within our home premises. After getting ICT training, I started using the internet to search for different beauty tips and products. Now that I share more hygienic and effective tips with my clients, they are more satisfied with my work. My client base has also increased. I am getting noticed by girls in my vicinity. Girls of my age mostly prefer to visit my parlour. I am able to enjoy this distinction due to my computer skills." Lizna has also inspired her friends and peers to pursue computer courses. Her friends visit the parlour where she facilitates and guides them to learn computer skills in order to chase their dreams. She contentedly mentions, "We have a computer at home. ICT training enabled me to not only use computer for my own needs but also facilitate in training ICT skills to other girls. My mother is so happy and proud of me."

5. Picture Gallery

Research Capacity Development Orientation Meeting at SELD – October 4, 2017

Tier III Post Visit Workshop – October 16-17, 2017

Launch Event of the PPP Guide & Toolkit – November 7, 2017

Tier II Training, SELD officials visited Malaysia – November 20-23, 2017

Non Formal Education Policy Launch - February 27, 2018

Training on PPP Policy and Regulatory Framework - June 26-27, 2018

Quarterly Monitoring and Evaluation Field Visits - 2017-2018

ICT Trainings – October 2017 to September 2018

SMC Trainings – March to June 2018

Dissemination Seminar On PPP Study - July 14, 2018

Annual Progress review – July 31, 2018