Finalising School and District Report Cards and creating the draft information and Communication Strategy

VR11
March 2013

Daniel Harris
International Communication Expert
Finalising School and District Report Cards and creating the draft information and Communication Strategy

March 2013

Daniel Harris
## Issue and revision record

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<th>Checker</th>
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Executive Summary

This fifth assignment carried out during February 2013 follows a previous visit in December which focused almost entirely on the development of the School and District Report Cards. This assignment sought to complete the design of and support to the dissemination of the School Report Card and District Report Card, including glossary and leaflet. It also focused on making progress on the development of the Information and Communication Strategy to a final draft stage, having consulted key stakeholders in PMIU and among the Attached Departments and Autonomous Bodies. The assignment also sought to finalise the TORs for the Information and Communication Wing in PMIU, to ensure that the capacity for the implementation of the Information and Communication Strategy is in place.

The School Report Cards and District Report Cards were finalised, with further input to their design, enabling PMIU to seek final sign off from the Education Secretary and move towards production and dissemination. A glossary/leaflet was developed and designed for use at all levels to explain the School Report Card and the indicators it uses to ensure effective understanding and adoption of the Cards particularly at the school and community level.

Significant progress was made in the development of the Information and Communication Strategy, including an interactive workshop within PMIU, involving the Programme Director, and a series of high level meetings with Attached Departments and Autonomous Bodies to build understanding and to explore coordination and collaboration. A draft of the Information and Communication Strategy is in development and should be produced before the end of March 2013, ahead the stated delivery date.

Discussions were held on the creation of the Information and Communication Wing in PMIU, including the role and skills of the Communication Manager of the Wing. TORs of the Wing and the Manager were reviewed and finalised, following discussion with the Programme Director, PMIU.

There are a number of important steps and considerations to be discussed within PMIU in order to ensure the effective development and completion of the activities described in this report. These are:

- The PMIU should consider the draft Information and Communication Strategy and provide detailed comments to Cambridge Education. If required, special presentations can be developed by Daniel Harris in order to facilitate discussion and feedback. It is important to note that further support will be required to develop a detailed budget for the Information and Communication Strategy, as local prices and estimates will need to be sought within Lahore and the Punjab.
- It is strongly recommended that PMIU create a Report Cards Working Group to coordinate and carry all tasks relating to the production and dissemination of the School and District Report Cards. As this work grows, it will become increasingly important for decisions to be implemented effectively and for staff to be accountable.
- PMIU should now agree a detailed sensitisation and dissemination plan for the School and District Report Cards based on recommendations made during this assignment. It is important that the glossary/leaflet is translated into Urdu and a decision made quickly as to whether to produce a DVD to explain the School Report Cards in addition to the leaflet. These recommendations on sensitisation include: A DMOs’ Workshop ahead of the dissemination; 36 separate district briefings for key officials, to ensure a clear articulation at school cluster level; Briefings for every school cluster within each district; A copy of the glossary/leaflet printed and given to all MEAs and other key staff who have regular interactions at school level; Media briefing ahead of the full dissemination, including arranging a media conference with the Education Secretary at a school where the Card will be displayed.

PMIU should move ahead without delay to recruit the Manager for the Communication Wing in PMIU. This is because the implementation of the information and Communication Strategy depends on the required
capacity being in place. A future assignment by Daniel Harris should be focused on providing intensive sensitisation and coaching to the staff member appointed to this position.

The PMIU should urgently consider the issue of complaints handling by the Communication Wing. It should consider in detail the questions set out in the previous section in order to prepare and manage the necessary resources.
Acronyms and Abbreviations

ACER  Australian Council for Educational Research
AEO  Assistant Education Officer
AIE  Ali Institute for Education
CE  Cambridge Education
CPD  Continuous Professional Development
CPDP  Continuous Professional Development Programme
CMMF  Chief Minister’s Monitoring Force
CSOs  Civil Society Organisations
CTA  Chief Technical Adviser
CTSC  Cluster Training and Support Centre
DCO  District Coordination Officer
DEO  District Education Officer
DFID  Department for International Development
DLI  Disbursement Linked Indicator
DMO  District Monitoring Officer
DPI  Director of Public Instruction
DSD  Directorate of Staff Development
DTE  District Teacher Educator
DTSC  District Training and Support Centre
EDO  Executive District Officer
EFA  Education for All
EMIS  Education Management information System
ELE  Elementary School Teacher
GCET  Government College for Elementary Teachers
Finalising School and District Report Cards

GCU  Government College University
GER  Gross Enrolment Ratio
GIZ  German International Cooperation
GoPb  Government of Punjab
HR  Human Resource
HT  Head Teacher
ICT  Information and Communications Technology
IRT  Item Response Theory
ITA  Idara Taleem-o-Aagaahi (Centre for Learning and Consciousness)
KAP  Knowledge Attitudes and Practices Survey
LEAPS  Learning and Educational Achievement in Punjab Schools
M&E  Monitoring and Evaluation
MER  Monitoring Evaluation and Reporting
MLA  Monitoring Learning Achievement
MTBF  Medium Term Budgetary Framework
MTEF  Medium Term Expenditure Framework
MTSF  Medium Term Sector Framework
MTSP  Medium Term Sector Plan
MTSS  Medium Term Sector Strategy
NEAS  National Education Assessment System
NER  Net Enrolment Ratio
NGOs  Non-governmental Organisations
NRSP  National Rural Support Programme
PEAS  Punjab Education Assessment System
PEC  Punjab Examination Commission
PEF  Punjab Education Foundation
<table>
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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>PESP</td>
<td>Punjab Education Sector Project</td>
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<td>PESRP</td>
<td>Punjab Education Sector Reform Programme</td>
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<td>PITE</td>
<td>Provincial Institute of Teacher Education</td>
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<td>PMIU</td>
<td>Programme Monitoring and Implementation Unit</td>
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<td>PMSP</td>
<td>Punjab Middle Schools Project</td>
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<td>PRE-STEP</td>
<td>Pre-service Teacher Education Project</td>
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<td>PRSP</td>
<td>Punjab Rural Support Programme</td>
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<td>PLSM</td>
<td>Punjab Living Standards Measurement Survey</td>
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<td>PTA</td>
<td>Parent Teachers’ Association</td>
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<td>PTBB</td>
<td>Punjab Textbook Board</td>
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<td>QA</td>
<td>Quality Assurance</td>
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<td>RSP</td>
<td>Rural Support Programme</td>
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<td>RSPN</td>
<td>Rural Support Programme Network</td>
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<td>SAHE</td>
<td>Society for the Advancement of Education</td>
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<td>SAP</td>
<td>Social Action Programme</td>
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<td>SBAP</td>
<td>School-Based Action Plan</td>
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<td>SC</td>
<td>School Council</td>
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<td>SED</td>
<td>School Education Department</td>
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<td>SMC</td>
<td>School Management Committee</td>
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<td>SMIS</td>
<td>School Management Information System</td>
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<td>STEP</td>
<td>Support for Teacher Education Project</td>
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<td>Terms of Reference</td>
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<td>ToT</td>
<td>Training of Teachers</td>
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<td>UK</td>
<td>United Kingdom</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organisation</td>
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## Achievement of the terms of reference

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<th>Progress made and agreements reached (with whom)</th>
<th>Proposed/agreed follow up (by whom and when)</th>
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<tr>
<td>1</td>
<td>Finalise the design and dissemination of the School Report Card and District Report Card</td>
<td>Finalised with PD, PMIU and DD M&amp;E, PMIU. Overall dissemination discussed and agreed.</td>
<td>Dissemination to be agreed once dates are set for production.</td>
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<tr>
<td>2</td>
<td>Oversee the sensitisation and awareness programme and/or development materials for the School Report Cards</td>
<td>Glossary/leaflet produced in liaison with Rosalind McGinley and DD M&amp;E, PMIU</td>
<td>Leaflet to be translated into Urdu and produced at quantity (approximately 10,000)</td>
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<tr>
<td>3</td>
<td>Deliver promotional activities to support the dissemination of the School Report Cards</td>
<td>Promotional activities discussed (DVD, media etc) with PMIU, DD M&amp;E</td>
<td>Agreement to be reached once dates are set for production.</td>
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<tr>
<td>4</td>
<td>Meet with Attached Departments and Autonomous Bodies to disseminate the findings from the information and communication needs report and develop coordinated communications strategy</td>
<td>Meetings held with all key Attached Departments and Autonomous Bodies, agreement and buy in reached</td>
<td>Draft Strategy to be presented during next assignment</td>
<td></td>
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<tr>
<td>5</td>
<td>Complete the draft Information and Communication Strategy</td>
<td>Draft almost complete following family illness. Expected completion before end of March 2013</td>
<td>Draft to be completed and circulated by March 28</td>
<td></td>
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<tr>
<td>6</td>
<td>Present the draft Information and Communication Strategy</td>
<td>Workshop on outline draft held in PMIU during assignment. Attended by the PD. Key staff unavailable for further briefing at end of assignment</td>
<td>Draft to be presented in full once completed.</td>
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<td>7</td>
<td>Finalise TORs for and convene the Information and Communication Wing in PMIU</td>
<td>TORs discussed and finalised with PD, DD M&amp;E, PMIU</td>
<td>Recruitment to take place</td>
<td></td>
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<tr>
<td>8</td>
<td>Support the development of the Information and Communication Wing in PMIU</td>
<td>Development dependent on recruitment of staff to the Wing</td>
<td>Detailed for future assignment</td>
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1 Background

1.1 Cambridge Education is implementing the three-year technical assistance package of the WB Punjab Education Sector Project (PESP). This is under the Punjab Education Sector Reform Programme I (PERSP I) which supports the Government of Punjab as it embarks on developing and implementing second generation reforms in the education sector. The second phase of PESRP (PESRP II) began in 2012.

1.2 Working with the government institutions including Programme Monitoring Implementation Unit; School Education Department; Department of Staff Development; Punjab Examination Commission; Punjab Education Assessment System; and donors (GIZ, UNICEF, WB and DFID), Cambridge Education is providing a diverse range of technical services to:
   i. Enhance fiscal sustainability and the effectiveness of public expenditures including education
   ii. Enhance the quality of school education
   iii. Improve and expand access through improvements in school participation and completion rates and reduction in gender and regional disparities
   iv. Strengthen school management and governance within the sector.

1.3 The consultant has visited 4 times before to assist PMIU in responding to the key communication steps outlined in PESP II programme documentation. A scoping mission undertaken in June 2012 explored the current communication framework that exists across education partners in Punjab. The second assignment was used to build the evidence base to support the development of the Information and Communication Strategy. The third assignment, undertaken in October 2012, sought to share the findings of the KAP survey to build consensus around the key components of the Information and Communication Strategy and develop outline formats for the School Performance Report Cards. The fourth assignment, in December 2012, made significant progress towards the finalisation and dissemination of the School and District Performance Report Cards, as well as towards the creation of an Information and Communication Wing within PMIU.

1.4 This fifth assignment had three principal purposes. The first of these was to complete the design of and support to the dissemination of the School Report Card and District Report Card, including glossary and leaflet. The second was to bring the development of the Information and Communication Strategy to a final draft stage, having consulted key stakeholders in PMIU and among the Attached Departments and Autonomous Bodies. Thirdly, the assignment sought to finalise the TORs for the Information and Communication Wing in PMIU and support its development.

The TORs for this assignment are as follows:
- Finalise the design and dissemination of the School Report Card and District Report Card
Finalising School and District Report Cards

- Oversee the sensitisation and awareness programme and/or development materials for the School Report Cards
- Deliver promotional activities to support the dissemination of the School Report Cards
- Meet with Attached Departments and Autonomous Bodies to disseminate the findings for the information and communication Needs Assessment and develop a coordinated Communication Strategy
- Complete the draft Information and Communication Strategy
- Present the Strategy to PMIU and partners and amend accordingly
- Finalise TORs for and convene the Information and Communication Wing in PMIU
- Support the development of the Information and Communication Wing in PMIU.
2 Consultancy Activities

2.1

Initial briefing meetings were held with Imran Sikandar, the new Programme Director, PMIU, and Sidrah Younis, Deputy Director, M&E, PMIU. At these meetings it was communicated that, following a meeting with the Education Secretary, further changes would be required to the School Report Card design including adding in a section on cleanliness of school facilities and spaces, the number of School Council meetings held, student drop out rate, and amending the section on teachers. It was requested that the consultant, Daniel Harris, prioritises making these changes. Daniel Harris requested that meetings be set up with senior officials of the Attached Departments and Autonomous Bodies and that a workshop be held in PMIU to discuss the Information and Communication Strategy. In addition, a work plan covering this assignment was requested. This is attached as an Appendix to this report.

The final version of the School Report Card is shown in the figure below:

The changes to the School Report Card were as follows:

**School Councils** – add the number of meetings held alongside the required number of meetings that should be held over the period of the Card

**Facilities** – add over the school furniture section a box that says whether more is required

**Teachers** – remove the number of sanctioned posts at the school

**Cleanliness** – add a new section ranking the spaces and facilities at the school by their cleanliness (poor, average and good).
2.2

Following further desk-based work and design revisions, the final version of the School Report Card was developed and made available to the Programme Director, PMIU. In addition, evidence and research was undertaken to construct an outline Information and Communication Strategy for presentation and discussion at PMIU.

2.3

On the first Thursday of the assignment a workshop was held with approximately ten PMIU staff, including the Programme Director, to discuss the Information and Communication Strategy. The workshop was highly interactive and sought feedback and views on a range of objectives, emerging ideas and proposed interventions. This was a useful discussion, particularly to learn of the development of thinking from the new PD in terms of the role and positioning of the PMIU as the lead reform organisation within the school education sector. A series of discussions were held as to the most effective ways to deliver the overarching objectives of the Information and Communication Strategy. The objectives were set out in the following diagram:

![Diagram showing the objectives of the Information and Communication Strategy]

Several minor amendments were made to the above diagram, though the broad objectives remain the same.

Each of these suggestions was agreed as valuable and was discussed for inclusion in the draft Information and Communication Strategy.

2.4

Following further development, the main proposals for the Information and Communication Strategy were written up ahead of a series of meetings with senior officials in the Attached Departments and Autonomous Bodies. These meetings involved senior staff at:
- Directorate of Staff Development
- Punjab Textbook Board
- Punjab Education Assessment System
- Punjab Examination Commission
Punjab Education Foundation.

These meetings took place throughout Saturday, Monday and Tuesday of the assignment. The proposed District visit did not take place due to the need to complete senior level meetings within this assignment.

2.5

During the assignment, work also took place to develop a glossary/leaflet to explain the School Report Card for different levels of the school education sector. It was agreed that a simple document for all levels of the sector should be created and a draft was produced. In addition, Sidrah Younis, DD M&E, PMIU, proposed that a short film be produced to explain the School Report Cards. At present, the film has not been agreed for production.

2.6

A range of further discussions were held with officials at the PMIU, including the PD on the role and required qualifications of the staff to be recruited to the Communication Wing in PMIU. The TORs for the Wing were reviewed and sent to the PD, and it was agreed that the head of this Wing would required experience in a project environment and not simply journalistic skills.
3  Findings and Issues Arising

3.1  School and District Report Cards

The School Report Card was provisionally approved by the PD, PMIU, ahead of final approval by the Education Secretary. It was agreed that the final version of the School Report Card would be signed off and a dissemination plan developed and agreed. It now seems likely that the dissemination of the School Report Cards will be delayed by several months given the logistics of production and need to mobilise the resources required to do this.

The dissemination of the School Report Cards will be supported by a briefing of all 36 DMOs, who would then be responsible for separate briefings at each District. These briefings will be followed by school cluster briefings. The leaflet and glossary for the School Report Cards will be produced in quantity so that staff at all levels have access to the information.

The District Report Cards have been authorised for production. It was agreed during this assignment that all 36 District Report Cards would be prepared by the Data Analyst, PMIU, and they would go into production for the end of March 2013.

A glossary/leaflet for the School Report Cards was drafted during this assignment and has since been developed and designed as a full colour document.

3.2  Information and Communication Strategy

During the workshop held on the Information and Communication Strategy, several specific suggestions were made by participants, principal among these being:

- The development of a high impact education awareness reform campaign for the whole of Punjab
- Making student achievers an important part of local communication efforts by selecting and promoting individuals who have made good careers
- Developing a means of generating and accessing success stories from the reform programme, using feedback from Districts
- An annual EDOs’ conference to share and explore ideas for reform
- Developing more support materials for teachers, such as a teachers’ version of the textbooks
- Generating feedback from teachers through DTEs.

The key interventions of the Information and Communication Strategy, under each of the objectives, are becoming finalised. These will be developed as full sections within the draft information and Communication Strategy. The current interventions are:

Objective One: Promote a Vision for Reform
- Core materials to promote vision and mission of reform programme
- Regular reform bulletin
- Annual report and thematic reports on achievements
- Best practice network
- Annual Education Sector conference.

Objective Two: Improve Sector Coordination
- Sector Communication Group
Finalising School and District Report Cards

- Unified education messages
- Link and share data and information, PMIU web site
- Regular information flows and feedback horizontally and vertically
- District level coordination of information and communication.

**Objective Three: Enhance School level Engagement**
- School report cards
- Promote and support School Councils
- Materials and capacity for district support to schools
- Promote education reform and improvement at community level
- School/district level engagement with communities addressing stakeholder barriers.

**Objective Four: Support Quality in the Classroom**
- Promote a shared definition of education quality
- Enhance guidance and information to teachers
- Support and promote effective school leadership
- District Report Cards
- Create teacher quality campaigns.

**Objective Five: Motivate the People of Punjab**
- Provincial campaign on education and access
- Active engagement with the media
- Provincial awards and rewards for improvement
- Measure stakeholder confidence and attitude
- Develop role models and advocates.

3.3

In addition to the ideas generated from within PMIU, the meetings held with Attached Departments and Autonomous Bodies produced a strong degree of consensus and agreement to work together to ensure more coherent and focused communication of the reform programme. In particular, Attached Departments and Autonomous Bodies suggested:
- Forming working groups on areas of common interest to coordinate efforts on issues such as promoting the role and skills of teachers
- Sharing information through common platforms, including a gateway web site
- Assisting in the development and maintenance of a Sector Communication Group
- Adhering to and using consistent messages to articulate the reforms
- Sharing resources, including film making and leaflets within a common framework.

Given the absence of key staff from the PMIU towards the end of this assignment, it was not possible to conduct a final briefing meeting, as had been planned, to share these thoughts and to seek direction for the drafting of the Information and Communication Strategy.

3.4 Communication Wing of the PMIU

One important issue arising from this assignment concerns the question of the Complaints Handling service which is to be based within the Communication Wing of PMIU. It appears that insufficient thought has been given to the role and functions of this service, as well as the process by which complaints are handled. Some questions arising from this assignment that require further consideration by PMIU are:
Which complaints from the school education sector will be handled by the Communication Wing?

What implications does this decision (above) have for the complaints received by the School Education Department, Attached Departments and Autonomous Bodies?

Is the Communication Wing capable of handling complaints without putting under pressure its other responsibilities?

What are the protocols for complaints handling, including time taken to respond?

How will the complaints service by publicised and to what extent will this become a central activity for the whole school education sector?

Complaints handling is an important issue that must be addressed before new structures are set up, to avoid any unforeseen pressures or mistakes.

It was also found during this assignment that the Communication Manager for the PMIU Communication Wing must be someone who possesses a range of key skills, including creative, strategic and project management skills. It was also found that the PD, PMIU, is personally committed to pressing ahead with this appointment which is a positive development for the delivery and implementation of key tasks, including the Information and Communication Strategy.
4 Options, recommendations and next steps

There are a number of options and next steps that should now be taken or considered as a result of this assignment. These are:

4.1

Following a serious family illness, the delivery of the draft Information and Communication Strategy has been slightly delayed. It is expected that this draft will be produced before the end of March, 2013, which still comes within the stated deadline for this deliverable.

4.2

Once delivered, it is recommended that PMIU consider the draft Information and Communication Strategy and provide detailed comments to Cambridge Education. If required, special presentations can be developed by Daniel Harris in order to facilitate discussion and feedback. It is important to note that further support will be required to develop a detailed budget for the Information and Communication Strategy, as local prices and estimates will need to be sought within Lahore and the Punjab.

4.3

As recommended in previous assignment reports, it is strongly recommended that PMIU create a Report Cards Working Group to coordinate and carry all tasks relating to the production and dissemination of the School and District Report Cards. As this work grows, it will become increasingly important for decisions to be implemented effectively and for staff to be accountable.

4.4

PMIU should now agree a detailed sensitisation and dissemination plan for the School and District Report Cards based on recommendations made during this assignment. It is important that the glossary/leaflet is translated into Urdu and a decision made quickly as to whether to produce a DVD to explain the School Report Cards in addition to the leaflet. These recommendations include holding:

- A DMOs’ Workshop ahead of the dissemination
- 36 separate district briefings for key officials, to ensure a clear articulation at school cluster level
- Briefings for every school cluster within each district
- A copy of the glossary/leaflet printed and given to all MEAs and other key staff who have regular interactions at school level
- Media briefing ahead of the full dissemination, including arranging a media conference with the Education Secretary at a school where the Card will be displayed.

4.5

PMIU should move ahead without delay to recruit the Manager for the Communication Wing in PMIU. This is because the implementation of the information and Communication Strategy depends on the required capacity being in place. A future assignment by Daniel Harris should be focused on providing intensive sensitisation and coaching to the staff member appointed to this position. PMIU should move ahead without delay to recruit the Manager for the Communication Wing in PMIU. This is because the implementation of the information and Communication Strategy depends on the required capacity being in
place. A future assignment by Daniel Harris should be focused on providing intensive sensitisation and coaching to the staff member appointed to this position.

4.6

The PMIU should urgently consider the issue of complaints handling by the Communication Wing. It should consider in detail the questions set out in the previous section in order to prepare and manage the necessary resources.
 Annexes

Annex 1. List of people met
Annex 2. Assignment work plan
Annex 1. List of people met

Abdullah Faisal  Director, PEAS
Amtul Qudoos   Deputy Director, Coordination, PMIU
Arfa Ghaffar    Research Assistant, PMIU
Aruj Salman     Deputy Director (Communication), PEF
Fareeha Kanwal  Monitoring Officer (teacher incentives), M&E, PMIU
Fiaz Ahmad Sajid System Analyst, M&E, PMIU
Imran Sikandar  Programme Director, PMIU
Mansoor Iqbal   Graphic Designer, PMIU
Muzaffar Iqbal  Database Administrator, M&E, PMIU
Munir Iftikar   Director (Communication), PEF
Naseem Nawaz    Chief Executive, PEC
Nausheen Tamir  Film Producer, DSD
Sajid Rizvi     Assistant Director (Communication), PEF
Shahid Ahmad    Chairman, PTBB
Shahid Saleem   Deputy Director (Planning), DSD
Sidrah Younis   Deputy Director, M&E, PMIU
Zulifiqar Ali Saqib Additional Programme Director, DSD
Information and Communication

Draft Work Plan- February 11 to 21

Overview

Our DLIs state that the PESP II Information and Communication Strategy will be developed in full by April/June 2013. By this date it is also expected that PMIU will have in place a Communication Unit to provide the capacity for its implementation. A Communication Group, comprising PMIU and attached departments and autonomous bodies, has been proposed to provide effective coordination and support for the Information and Communication Strategy. In addition, the Communication Specialist has supported the development of School and District Report Cards which may be advanced during this assignment.

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<th>Date</th>
<th>Action</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Mon 11</td>
<td>Briefing and discussion of priorities - PMIU</td>
<td>DD, M&amp;E</td>
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<tr>
<td>Tues 12</td>
<td>Development of revised School Report Card</td>
<td>New indicators and design</td>
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<td>Briefing with PD, PMIU</td>
<td>Discuss work plan</td>
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<tr>
<td>Weds 13</td>
<td>Development of Strategy Options and Approaches, review</td>
<td>Office-based</td>
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<td></td>
<td>evidence base</td>
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<tr>
<td>Thurs 14</td>
<td>Presentation/discussion with PMIU</td>
<td>Meeting up to 2 hours</td>
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<tr>
<td>Fri 15</td>
<td>Revise Options and Approaches, strategic outline paper</td>
<td>Based on discussion with PMIU</td>
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<tr>
<td>Sat 16</td>
<td>Consultations with Attached Depts/Autonomous Bodies</td>
<td>Buy-in and discussion of Strategy</td>
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<td>Sun 17</td>
<td>Consultations with Attached Depts/Autonomous Bodies</td>
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<td>Mon 18</td>
<td>Consultations with Attached Depts/Autonomous Bodies</td>
<td>Buy-in and discussion of Strategy</td>
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<td>Develop Draft Outline Communication Strategy, proposals for</td>
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<td></td>
<td>pilot materials and activities</td>
<td>Office based</td>
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<tr>
<td>Tues 19</td>
<td>District visit</td>
<td>Discuss Strategy, and District capacity</td>
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<td>for implementation</td>
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<td></td>
<td>District/PMIU discussion</td>
<td>Discuss Glossary and sensitisation for School</td>
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<td>Report Cards, Communication Group</td>
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<td></td>
<td>Further development of Draft Strategy, and tools for pilot</td>
<td>Office based</td>
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<td>materials and activities</td>
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<tr>
<td>Weds 20</td>
<td>Debriefing and presentation to PMIU</td>
<td>Discussion and next steps</td>
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<td>Further work on Draft Strategy, pilots, glossary and</td>
<td>Office based</td>
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<td>sensitisation materials</td>
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<td>Thurs 21</td>
<td>Final revision of Draft</td>
<td>Full Draft to follow with Report.</td>
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<td>Travel to UK</td>
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