

付属資料

1. 署名した協議議事録: Minutes of Meetings with Record of Discussions (R/D) Draft

**MINUTES OF MEETING
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED OF
THE GOVERNMENT OF ISLAMIC REPUBLIC OF PAKISTAN
ON
JAPANESE TECHNICAL COOPERATION FOR
THE PUNJAB LITERACY PROMOTION PROJECT, PHASE-II**

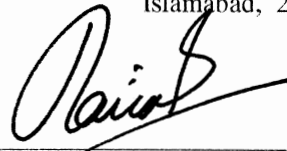
In response to the request from the Government of the Islamic Republic of Pakistan, the Preparatory Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Tsutomu Shimizu, Senior Deputy Resident Representative, JICA Pakistan Office, conducted the preparatory study from 1 to 23 June, 2007, for the purpose of working out the details of the technical cooperation program concerning the Punjab Literacy Promotion Project, Phase-II (hereinafter referred to as the 'Project'), in the Islamic Republic of Pakistan.

During the study, the Team exchanged views and had a series of discussions with the Pakistani authorities concerned with respect to desirable measures to be taken by JICA and the Government of the Islamic Republic of Pakistan represented by Literacy and Non Formal Basic Education Department (hereinafter referred to as 'LNFBED'), Government of the Punjab for the successful implementation of the above-mentioned Project. As a result of the discussions, the Team and the Pakistani authorities concerned agreed to recommend to their respective Governments the matters referred to in the documents attached hereto.

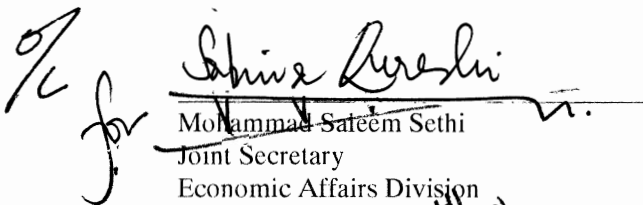
Islamabad, 22 June 2007



Takao Kaibara
Resident Representative
JICA Pakistan Office
Japan International Cooperation Agency
Japan

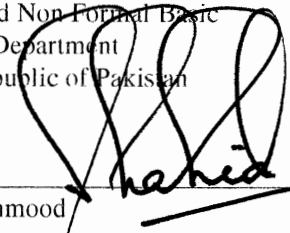


Rai Ijaz Ali Zaigham
Secretary
Government of the Punjab
Literacy and Non Formal Basic
Education Department
Islamic Republic of Pakistan



Mohammad Sateem Sethi
Joint Secretary
Economic Affairs Division
Federal Government
Islamic Republic of Pakistan

SABINA QURESHI
Deputy Secretary (Asia Japan)
Economic Affairs Division
Government of Pakistan
Islamabad



Shahid Mahmood
Secretary
Government of the Punjab
Planning and Development Department
Islamic Republic of Pakistan

ATTACHED DOCUMENT

I. PROJECT TITLE

The title of the Project is 'The Punjab Literacy Promotion Project, Phase-II'.

II. DURATION OF THE PROJECT

The duration of the Project is three (3) years from the commencement of the Project.

III. PROJECT DESIGN MATRIX (PDM)

Both JICA and the Pakistan sides had a series of discussion and agreed to finalize the Project Design Matrix (hereinafter referred to as "PDM") Version-0 shown in Annex 1. The PDM is to be flexibly amended in view of the progress and achievements of the Project based upon agreement between the Japanese and Pakistani sides.

IV. SCOPE OF THE TECHNICAL COOPERATION

1. Overall Goal

In Punjab Province, literacy rate to be more than Provincial EFA targets.

(Indicator: more than 95.2 % in total, 100 % in male literacy rate % and 90 % in female literacy rate in 2015, and 100% in 2020)

2. Project Purpose

LNFBED effectively and efficiently implements its literacy programs including NFBE and ALC through the utilization of LitMIS.

3. Outputs

3.1 Capacity of LNFBED for effective management and use of LitMIS throughout Punjab

Province is strengthened. (Institutional capacity development and Dissemination of LitMIS.)

3.2 Capacity of District for sustainable management of literacy activities is developed. (Enhancement of sustainable management)

4. Activities

Component 1 (for Output 1): Capacity development of Provincial LitMIS Cell and support for strengthening the District LitMIS Cells

1-1.The Project assists LNFBED to develop the strategy for establishment of Provincial LitMIS Cell.

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- 1-2. The Provincial LitMIS Cell personnel (about 32 persons including the manager and technical staff) are trained (in-country)
- 1-3. The Project Staff are trained abroad.
(ANNEX 7. Tentative plan of Counterparts training in third country (ies) and/or Japan)
- 1-4. The Project assists the LNFBED to train the relevant staff for the Project implementation, such as the conduct of household survey, data consolidation, data analysis, and the reporting at provincial and district levels.
- 1-5. The Project assists the 35 districts to finalize the literacy action plans.
(Annex 8. Form of Action Plan - Sample)
- 1-6. The Project collaborates with Provincial LitMIS Cell to publish the annual report.
- 1-7. The Project collaborates with LNFBED to organize seminars for LitMIS data.
- 1-8. The Project supports the LNFBED to share a part of LitMIS data on the web.

Component 2 (for Output 2) : Sustainable project implementation in model districts

- 2-1. District Implementation Units (DIUs) manage the project and generates the progress reports based on monitoring and supervision.
- 2-2. The LitMIS data update methodology is finalized.
- 2-3. The LitMIS data is updated based on the prescribed methodology.
- 2-4. Strategy to cover 'leftover' is identified.
- 2-5. Strategy for literacy awareness raising is worked out.

V. PLAN OF OPERATION (PO)

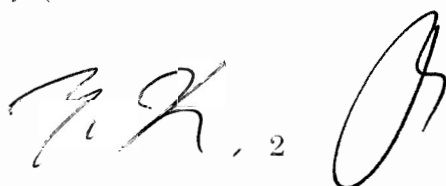
The tentative Plan of Operation (hereinafter referred to as "PO") Version-0 for the whole project period is shown in Annex 2. The Activities of the Project are subject to change within the scope of the Record of Discussions (hereinafter referred to as "R/D") when necessity arises in the course of the Project's implementation.

VI. TENTATIVE SCHEDULE OF THE IMPLEMENTATION (TSI)

Tentative Schedule of Implementation (hereinafter referred to as "TSI") shown in Annex -3 has been jointly formulated on condition that the necessary budget would be allocated for the implementation of the Project by both sides, and that the schedule is subject to change in the process of the Project's implementation.

VII. PROJECT TARGET SITES

The Project target areas will be four (4) districts, i.e., D.G.Khan, Khushab, Khanewal and Mandi Bahauddin, which are the project sites of 'Model District for Literacy Campaigns to Achieve 100% Literacy' (hereinafter referred to 'Model Districts Project').

Handwritten signature and initials, possibly 'F.R.' followed by a large stylized 'B'.

VIII. SCOPE OF INDIRECT ASSISTANCE FOR OTHER 31 DISTRICTS

The Project will indirectly support the other remaining 31 districts in Punjab Province so as to develop the management capacity of its District Implementation Unit by making the most of skills and knowledge of the ongoing Punjab Literacy Promotion Project. The specific activities of assistance will be the training of human resources of mainly districts LitMIS Cell through the LNFBED / Provincial LitMIS cell, but without any direct support including equipment and/or material supply.

IX. ADMINISTRATION OF THE PROJECT

1. Organizational Structure of the Project Implementation is shown in Annex 4. In the structure, the implementation units at both provincial and districts level will work according to the description in the PC-1 of 'Model Districts Project', as shown in the said Annex.
2. Provincial and District Steering Committees of 'Model District Project' will work at provincial as well as district levels respectively according to the description stated in Annex-I of its PC-1. The functions and composition are described in Annex 5.
3. 'Establishment of Provincial Literacy Management Information System' and 'Literacy & Non-Formal Training Resource Centers at Provincial & District Level' in the organizational structure of the Project Implementation are indirectly support components and limited to training of human resources on the management capacity of its District LitMIS cell.
4. Joint Coordinating Committee (hereinafter referred to as 'JCC') will be established with the members from main actors of the Project. The functions and composition of the Committees are described in Annex 6.

X. INPUTS FROM JICA

1. Dispatch of Japanese experts

The Japanese side will provide the services of the Japanese experts as follows:

- a. Long-term Expert for Project Advisor / Educational Administration: One
- b. Short-term Expert for Capacity Development / Management of Training: One
- c. Short-term Expert for Educational Development / Awareness raising planning : One
- d. Short-term Expert for GIS / EMIS: One

2. Provision of Machinery, Equipment and Other materials

The Japanese side will provide the Project with equipment needed to effectively and efficiently implement the Project within its budget.



3



3. Training of counterpart personnel

Adequate number of Pakistani counterparts would be trained in third country (ies) in necessary field within the Project for effective technology development under the condition that both sides agreed according to the necessity. Training in Japan would be also held when necessity arises for the same purpose.

Participants of the trainings shall be selected based on their performances among the full-time counterparts directly engaging with the Project activities so as to efficiently and effectively develop the necessary skills and knowledge.

For the detail of the trainees, please see Annex 7.

4. Employment of Local Consultant

The Japanese side will provide the Project with necessary cost for employment of local consultant for smooth implementation of the Project.

XI. INPUT FROM THE GOVERNMENT OF PUNJAB (PAKISTAN)

1. Assignment of counterparts

The Pakistani side agreed to assign the full-time counterpart(s) according to the Japanese expert(s) and an appropriate number of administrative personnel for smooth implementation of the Project activities, as follows:

- (1) Secretary, Literacy & NFBE Department, Government of the Punjab as overall administrative and financial oversight
- (2) Additional Secretary, Literacy & NFBE Department, Government of the Punjab, to assist the Secretary in all administrative, planning and financial matters.
- (3) Deputy Secretary, Literacy & NFBE Department, Government of the Punjab, to assist the Secretary in all administrative, planning and financial matters.
- (4) Project Directors of 'Model Districts for Literacy Campaigns to Achieve 100% Literacy Project', 'Establishment of Provincial LitMIS' and 'Establishment of Provincial and District Literacy and Non-Formal Resource Centers', for all implementation activities of the said projects on ground.
- (5) District Project Managers (Each model districts): Executive District Officers (Literacy) in Districts D.G. Khan, Khanewal, Khushab and Mandi Bahauddin, for grass roots level execution of the Project activities at district level.
- (6) Technical Counterpart Personnel



4



- District Literacy Officers
- Deputy District Literacy Officers
- Literacy (Union) Mobilizers

(7) Other Administrative Personnel.

- Supporting Office Staff
- Any other necessary personnel for the smooth implementation of the Project.

2. Provision of land, buildings and facilities

The Pakistan side agreed that the principal facilities for the implementation of the Project would be prepared by the Pakistani side at its own budget.

3. Exemption from taxes and other charges for machinery, equipment and other materia's supplied by JICA.

4. Teachers training in Pakistan

The both sides agreed that Training of Literacy Teachers of Non formal basic education (hereinafter referred to as 'NFBE') schools and Adults Literacy Centers (hereinafter referred to as 'ALCs') will be conducted by the Pakistani own budget.

5. Provision of Educational Materials, Learners Kits and Center Kits

The both sides agreed that educational materials, learners' kits and center kits which are important resources for learning at NFBE school and ALCs will be procured and provided by the Pakistani side with their own budget.

6. Salaries of Project Staff

The both side agreed that all the salaries of staff of relevant projects, which will be borne by LNFBED.

XII. RECORD OF DISCUSSIONS (R/D) (DRAFT)

Both side discussed and agreed the Master plan, scope and measures to be taken for the implementation of the Project and finalized the R/D (draft). The document of R/D (draft), which will be signed by both sides after the formal approval by the JICA Headquarters, is attached herewith.

LIST OF ANNEX

- Annex 1. PROJECT DESIGN MATRIX (PDM) VERSION-0
- Annex 2. TENTATIVE PLAN OF OPERATION (PO) VERSION-0 FOR THE WHOLE PROJECT PERIOD
- Annex 3. TENTATIVE SCHEDULE OF THE IMPLEMENTATION (TSI)
- Annex 4. ORGANIZATION CHART OF THE PROJECTIMPLEMENTATION
- Annex 5. STEERING COMMITTEES
- Annex 6. JOINT COORINATING COMMITTEE
- Annex 7. TENTATIVE PLAN OF COUNTERPARTS TRAINING IN THIRD COUNTRY (IES) AND / OR JAPAN
- Annex 8. FORM OF ACTION PLAN - SAMPLE

ATTACHED PAPER

RECORD OF DISCUSSIONS (DRAFT)



Annex 1. Project Design Matrix (PDM) Version 0 (Draft)

Project Name: Punjab Literacy Promotion Project (Phase-II)

Project period: __ September 2007 - __ September 2010

Project Area: Punjab province: 1) Direct support area 4 model districts, 2) Indirect support area 31 districts

Target Group: 1) Literacy and Non Formal Basic Education Department (LNFBE), Government of the Punjab; 2) Districts literacy officers

2) Out-of-school children from 5-14 years old and 15 to 35 years old youth and adult illiterates in the project area

Dated: 20 June 2007

Narrative Summary	Objective Verifiable Indicators	Means of Verification	Important Assumptions
<p>[OVERALL GOAL] (2015~)</p> <p>In Punjab Province, literacy rate to be more than Provincial EFA targets.</p>	<p>In Punjab, literacy rate (aged 10 + more) will be more than 95.2% in total (Male 100% and Female 90%). (Baseline: 54% in total, male 63%, female 44% by MICS 2003/04)</p>	<p>-National Institute of Population Studies (NIPS) -Provincial Plan of Action on EFA -Multiple Indicators Cluster Statistics (MICS)</p>	
<p>[PROJECT PURPOSE]</p> <p>LNFBE effectively and efficiently implements its literacy programs including NFBED and ALC through the utilization of LitMIS.</p>	<p>1. In Provincial government 1-1. Activities of Provincial LitMIS Cell and its performance of the staff. 2. In model districts 2-1. Preparation of plans for literacy projects reflecting the needs of villages and union councils (UC). 2-2. Monitoring of implementation at village and UC level. 2-3. Regular progress report to province. 2-4. Progress of NFBED schools (no. of graduates) 2-5. Progress of ALCs (no. of completed learners) 3. In other districts 3-1. Number of household surveyed. 3-2. Progress of LitMIS data collection and utilization.</p>	<p>1-1. Interview with LNFBE and its LitMIS Cell staff, Progress Report of Provincial LitMIS Cell, Organizational set-up of Provincial LitMIS Cell (Organigram, Personnel, Annual budget etc) 2-1. District action plans submitted to province. 2-2. Monitoring report by districts and updated LitMIS. 2-3. District progress report submitted to province. (including the progress of NFBED schools and ALCs) 3-1. Interview with LNFBE. 3-2. District progress report</p>	<p>Overall Educational Policy including Primary Education as well as Literacy of Punjab province is not changed</p>
<p>[OUTPUT]</p> <p>1. Capacity of LNFBE for effective management and use of LitMIS throughout Punjab province is strengthened. (Institutional capacity development and Dissemination of LitMIS)</p> <p>2. Capacity of Districts for sustainable management of literacy activities is developed. (Enhancement of sustainable management)</p>	<p>1-1. Progress of establishment of LitMIS Cell at Province (by December 2007.) 1-2. Trained personnel of Provincial LitMIS Cell. 1-3. Progress of establishment of District LitMIS Cell in 31 districts and number of trained personnel. 1-4. Progress of the formulation of Action Plan of 35 districts 1-5. Reporting of the needs about NFBED and ACL setup to LNFBE 1-6. Seminars held and its purpose 1-7. Progress of public relation activities for LitMIS information provision 2-1. Methodology of LitMIS update finalized 2-2. Frequency of LitMIS update. 2-3. Feedback status of monitoring result to next round planning. 2-4. Strategy developed to cover 'leftover' 2-5. Management plan for LitMIS cell established in 31 districts</p>	<p>1-1. Administrative structure of Provincial LitMIS Cell. 1-2. Outcome from trainings for LitMIS Cell in model districts. 1-3. Progress of LitMIS establishment in other districts and personnel trainings. 1-4. LitMIS at Provincial LitMIS Cell 1-5. Outputs (form 1A, 1B, 2A, 2B etc) 1-6. Web HP of LNFBE 2-1. Guideline and related document of LitMIS update 2-2. LitMIS database, interview with LNFBEs concerned section, provincial and district action plans. 2-3. Project progress reports, LitMIS data, school enrolment data, monitoring reports. 2-4. Website established at the strategy 2-5. Management plan for LitMIS cell</p>	<p>Trained project staffs do not quit during project period.</p>

[ACTIVITIES]	[INPUT]		The strategy and inputs resources of the relevant literacy programs/projects are not dramatically changed. (Note 3)
<p>1. Capacity development of Provincial LitMIS Cell and support for strengthening the district LitMIS cells</p> <p>1-1. The Project assists LNFBEED to develop the strategy for establishment of Provincial LitMIS Cell.</p> <p>1-2. The Provincial LitMIS Cell personnel (about 32 persons including the manager and technical staff) are trained (in-country)</p> <p>1-3. The Project Staff are trained abroad.</p> <p>1-4. The Project assists the LNFBEED to train the relevant staff for the Project implementation, such as the conduct of household survey, data consolidation, data analysis, and the reporting at provincial and district levels.</p> <p>1-5. The Project assists the 35 districts to finalize the literacy action plans.</p> <p>1-6. The Project collaborates with Provincial LitMIS Cell to publish the annual report.</p> <p>1-7. The Project collaborates with LNFBEED to organize seminars for LitMIS data.</p> <p>1-8. The Project supports the LNFBEED to share a part of LitMIS data on the web.</p>	<p><u>JAPAN SIDE</u> (JICA)</p> <p>1) JICA Experts</p> <ul style="list-style-type: none"> - Long term experts for Project Advisor/Educational Administration - Short term experts for: <ol style="list-style-type: none"> 1. Capacity Development / Management of Training 2. Educational Development / Awareness raising planning 3. GIS / EMIS <p>2) Expenditure for Project Activities including:</p> <ul style="list-style-type: none"> - the hiring of local consultants - Trainings in Pakistan, the third countries, Japan. - A part of rental fees for the office of Japanese experts <p>3) Provision of Equipments (to Province and 4 model districts)</p> <ul style="list-style-type: none"> - Computers and related equipments for Provincial LitMIS. - Office equipments in LNFBEED for material. - Vehicles for monitoring (to Province) - Motorbikes to Literacy Mobilizer 	<p><u>PAKISTAN SIDE</u> (LNFBEED of the Punjab)</p> <p>1) Counterpart Personnel</p> <ul style="list-style-type: none"> - Project Director - Project Managers [EDO Literacy] - Other necessary provincial and district personnel <p>2) Facilities, subject to availabilities</p> <ul style="list-style-type: none"> - Project Office in LNFBEED - Office for Japanese experts including telephone and internet connection (subject to availability) <p>3) Running costs</p> <ul style="list-style-type: none"> - Hiring of project personnel - Custom clearance for imported equipments - Costs for NFEED and ALC (Teachers salaries, training, monitoring etc.) - Costs for NFEED and ALC material, center kits 	
<p>2. Sustainable project implementation in model districts</p> <p>2-1. District Implementation Units (DIUs) manage the project and generates the progress reports based on monitoring and supervision.</p> <p>2-2. The LitMIS data update methodology is finalized.</p> <p>2-3. The LitMIS data is updated based on the prescribed methodology. (including survey)</p> <p>2-4. Strategy to cover 'leftovers' is identified.</p> <p>2-5. Strategy for literacy awareness raising is worked out.</p>	<p>[PRE-CONDITION]</p> <ul style="list-style-type: none"> - Local governments of 4 model districts agree the Project implementation. 	<p>Note: (1) 31 Districts LitMIS Cells have been established under 'Literate Punjab Program (LPP)'. Provincial LitMIS Cell will be established under 'Establishment of Provincial LitMIS (2) District LitMIS Cells of 4 model districts have been established under 'Model District Project. (Model District Project)'. (3) The relevant literacy programs/projects mean: 1) Model District Project, 2) Literate Punjab Programme (LPP) (2004-2008), 3) Establishment of Provincial Lit MIS (2006-2009), 4) Establishment of Provincial and District Literacy and Non-Formal Basic Education Resource Centers (LNUC) (2006-2011), 5) Cash Literacy Programme for Women in 10 Districts of Southern Punjab (2005-2008), 6) Post Literacy and Continuing Education Programme: Centers for Matriculation Pilot Project in Faisalabad (2005-2009), and 7) Establishment of Provincial EFA Implementation and Monitoring Unit (2005-2008)</p>	

ANNEX 2. Tentative Plan of Operation for the Whole Period (PO)

Project term	2007			2008			2009			2010					
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10
Activities															
1. Capacity development of Provincial LitMIS Cell and support for dissemination.															
1-1. The Project assists LNFBD to develop the strategy for establishment of Provincial LitMIS Cell.	[Gantt bar: 2007-08 to 2007-12]														
1-2. The Provincial LitMIS Cell personnel (about 32 persons including the manager and technical staff) are trained (in-country)	[Gantt bar: 2007-09 to 2007-12]														
1-3. The Project staff are trained abroad.	[Gantt bar: 2007-11 to 2007-12]														
1-4. The Project assists the LNFBD to train the relevant staff for the Project implementation, such as the conduct of household survey, data consolidation, data analysis, and the reporting at provincial and district levels.	[Gantt bar: 2007-08 to 2007-12]														
1-5. The Project assists the 35 districts to finalize the literacy action plans.	[Gantt bar: 2007-08 to 2007-12]														
1-6. The Project collaborates with Provincial LitMIS Cell to publish the annual report.	[Gantt bar: 2007-11 to 2007-12]														
1-7. The Project collaborates with LNFBD to organize seminars for LitMIS data.	[Gantt bar: 2007-11 to 2007-12]														
1-8. The Project supports the LNFBD to share a part of LitMIS data on the web.	[Gantt bar: 2007-08 to 2007-12]														
2. Sustainable project implementation in model districts															
2-1. District Implementation Units (DIUs) manage the project and generate the progress reports based on monitoring and supervision.	[Gantt bar: 2007-08 to 2007-12]														
2-2. The LitMIS data update methodology is finalized.	[Gantt bar: 2007-08 to 2007-12]														
2-3. The LitMIS data is updated based on the prescribed methodology.	[Gantt bar: 2007-08 to 2007-12]														
2-4. Strategy to cover 'leftover' is identified.	[Gantt bar: 2007-11 to 2007-12]														
2-5. Strategy for literacy awareness raising is worked out.	[Gantt bar: 2007-11 to 2007-12]														

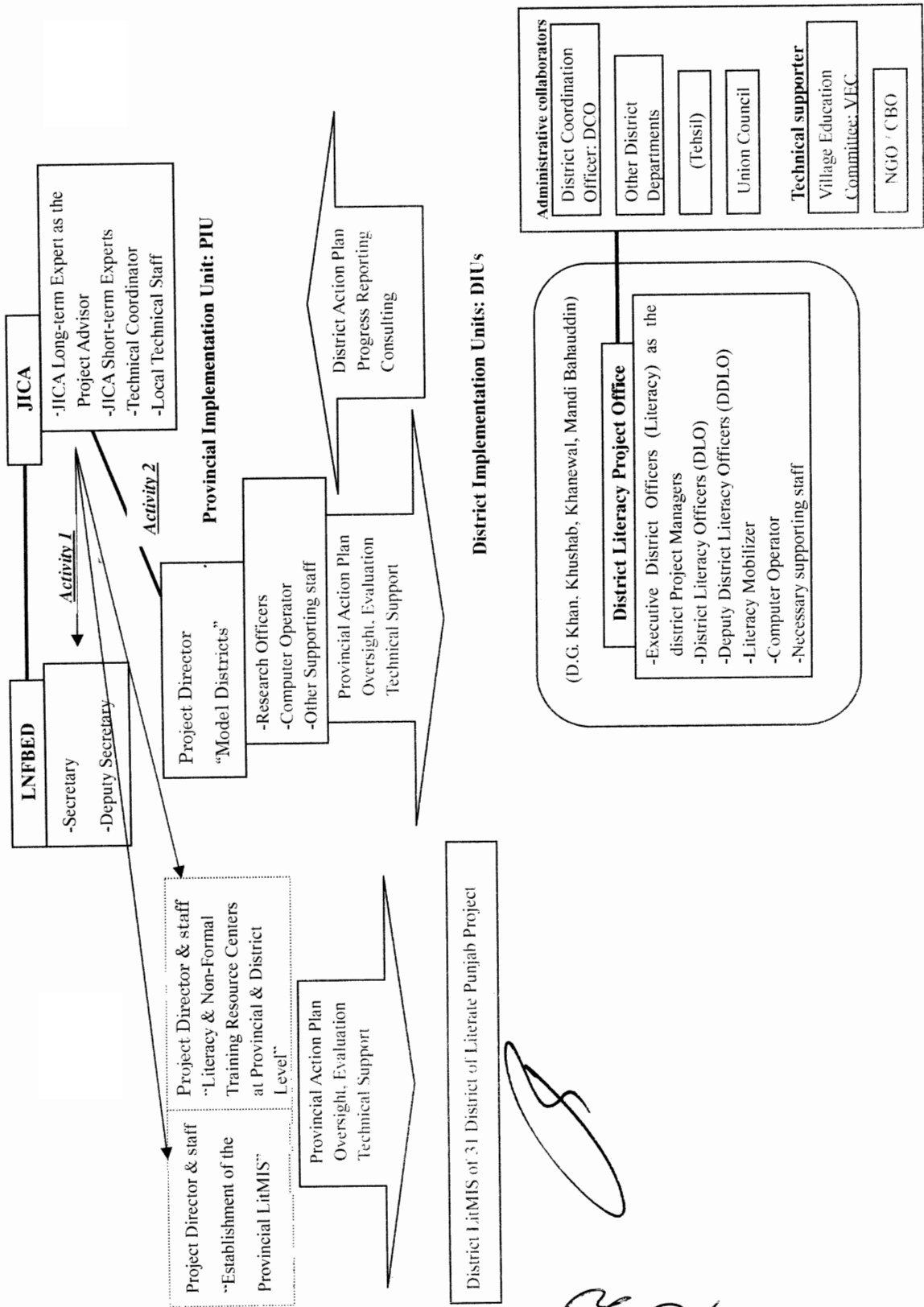
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Tentative Schedule of procurement

Annex 3. TENTATIVE SCHEDULE OF IMPLEMENTATION (TSI)

Calendar year		2007												2008												2009												2010											
Month		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12								
Inputs (Pakistani side)																																																	
(1) Personnel allocation																																																	
1) Project Director																																																	
2) District Project Managers (EDO)																																																	
3) Technical Personnel																																																	
(2) Provision of Office for Japanese experts and other facilities (subject to availability)																																																	
(3) Running expenses necessary for implementation of the Project																																																	
Inputs (Japanese side)																																																	
(1) Dispatch of long-term Japanese experts																																																	
1) Expert for Project Advisor / Educational Administration (38 M/M)																																																	
(2) Dispatch of short-term Japanese experts																																																	
1) Expert for Capacity Development / Management of Training (2 M/M)																																																	
2) Expert for Educational Development / Awareness Raising Planning (2 M/M)																																																	
4) Expert for GIS - EMIS (2 M/M)																																																	
(3) Provision of equipment (see equipment list)																																																	
1) Computers for LIMIS data management and document development etc		★																																															
2) Printer and other equipment for document development etc.		★																																															
3) Vehicle for research and monitoring activities		★																																															
4) Motorbike for monitoring activities		★																																															
(4) Local cost for project activities																																																	
(6) Counterpart (LIMIS Cell staff) training in Pakistan																																																	
(5) Counterpart (LIMIS Cell staff) training in third countries and Japan																																																	
Implementation Unit																																																	
(1) Provincial Implementation Unit (PIU)																																																	
(2) District Implementation Unit (DIU)																																																	
Seminar / workshop																																																	
(1) Seminar for LIMIS information and data provision																																																	
Committees																																																	
(1) Provincial Steering Committee (▲meeting to be held)		★																																															
(2) District Steering Committee (▲meeting to be held)		★																																															
(3) Joint Coordinating Committee (▲meeting to be held)		★																																															
Project Review and Evaluation																																																	
(1) Midterm Review (midterm evaluation study)		★																																															
(2) Final Evaluation Study		★																																															

Annex 4. Organizational Structure of the Project Implementation



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Annex 5. Steering Committees

The Provincial Steering Committees (hereinafter referred to as 'PSC') and District Steering Committee (hereinafter referred to as 'DSC') will work for smooth implementation of the Project. The function and members of Committees are according to the PC-1 of 'Model District Project':

1. Provincial Steering Committee (PSC)

(1) Function

The PSC will meet at least once per year and whenever necessity arises, in order to fulfill:

- 1) To make overall policy decision and guidelines to the Literacy Program.
- 2) To oversee the progress of the sub-projects implemented in districts.
- 3) To discuss the issue and concerns raised from districts.

(2) Composition

-Minister, Literacy & NFBE	(Chairman)
-Secretary, LNFBE	(Vice Chairman)
-Parliamentary Secretary (Literacy)	(Member)
-Parliamentary Secretary (Education)	(Member)
-Chairman Standing Committee for Literacy	(Member)
-DG Social Welfare	(Member)
-Director Project PRSP	(Member)
-Representative of Education Department	(Member)
-Representative of NCHD	(Member)
-Representative of JICA	(Member)
-Project Director	(Member / Secretary)
-Representative of P & D Department	(Member)
-Representative of Finance Department	(Member)
-Representative of NGO	(Member; 3 persons)

2. District Steering Committee (DSC)

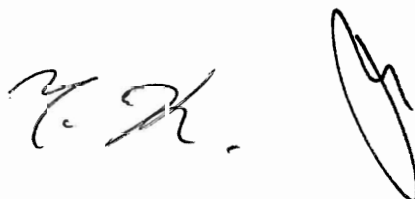
(1) Function

The DSC will meet at least once per year and whenever necessity arises, in order to fulfill:



- 1) To monitor the day to day activities process of the Project
- 2) To report the result of monitoring and any concern to PSC

(2) Composition

-District Coordination Officer(DCO)	(Chairman)
-Zila Nazim or his representative	(Member)
-Naib Zila Nazim	(Member)
-All the Tehsil Nazims in the Districts	(Member)
-Executive District Officer, Literacy	(Member/ Secretary)



- Executive District Officers, Education (Member)
- Executive District Officer, Community Development (Member)
- Executive District Officer (Revenue) (Member)
- Representative of NGO (Member; 3 persons)
- One Union Council Nazim from each Tehsil (Member)

ANNEX 6. Joint Coordinating Committee (JCC)

1. Function

The JCC will meet at least once a year and whenever the necessity arises, in order to fulfill the following function;

- (1) To discuss and approve the Annual Work Plan (Annual Plan of Operation) of the Project based on the approved annual budget in line with the Tentative Schedule of the Implementation formed under the Record of Discussion.
- (2) To review the overall progress and annual expenditure of the Project as well as the achievement of the Annual Work Plan mentioned above; and
- (3) To review and exchange views on major issues arising from or in connection with the Project

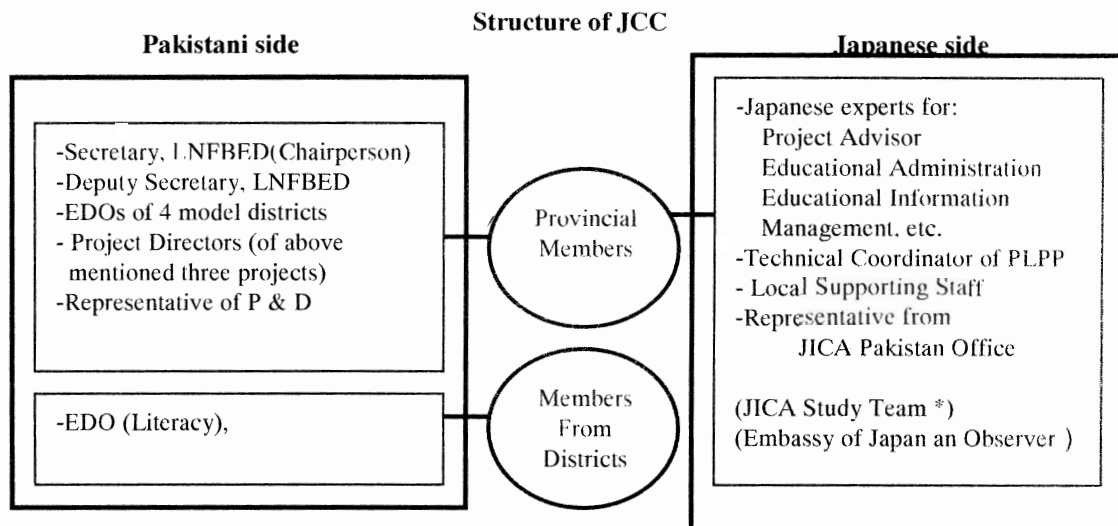
2. Composition

(1) Member of the Pakistani side

- Secretary of LNFBED (Chairman)
- Deputy Secretary of LNFBED (Member / Secretary)
- EDOs of 4 model districts (Member)
- Project Directors of:
 - ‘Model District Project’
 - ‘Establishment of Provincial LitMIS’
 - ‘Literacy & Non Formal Training Resource Centers at Provincial & District Level’
- Representative from P & D Department when necessary as an Observer (Observer)

(2) Member of the Japanese side

- Japanese Long-term Expert as the Project Advisor (Member)
- Japanese Short-term Experts (Member)
- Technical Coordinator of PLPP (Member)
- Resident representative of JICA Pakistan Office (Member)
- JICA Study Team when necessary (temporary member)
- Representative from Embassy of Japan when necessary as an Observer (Observer)



Note: * JICA Study Team means the team of project evaluation study and others planned to conduct by JICA during the project period.

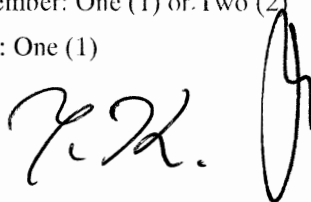
Annex 7. Tentative plan of Counterparts training in third country (ies) and/or Japan

- The Counterpart training will be conducted in third country and Japan for effective capacity development in the necessary fields. The third country (ies) for training will be identified during the project period.
- The selection of trainees will be based on their performance in conducting the project activities.
- Trained Counterparts shall transfer the knowledge and skills acquired by the training to other relevant counterparts and/or staff of the Project.
- Tentative plan of the counterpart training in terms of numbers and position is as follows:

1) Number of trainees in total: 9 ~ 12 persons during the whole project period

2) Number of trainees by position:

- Secretary, LNFBED : One (1)
- Project Director of the 'Model District Project': One (1)
- Staff of the 'Model District Project' as follows:
 - EDO : One (1) or Two (2)
 - DLO : One (1) or Two (2)
 - DDLO : One (1)
 - Literacy Mobilizer : Two (2)
 - Software team member: One (1) or Two (2)
 - Research Officer : One (1)

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Annex 8. Form of Action Plan - Sample

ACTION PLAN MODEL DISTRICTS FOR LITERACY CAMPAIGNS TO ACHIEVE 100 % LITERACY (MANDI BHAUDIN, KHUSHAB, KHANEWAL AND D.G.KHAN)

With the technical cooperation of JICA, House Hold Survey to determine back log of illiterates in four districts has been completed. Action plan has been devised for taking required actions in sequential pattern to achieve 100% literacy. Union councils in these four districts have been delineated in to clusters, each having 5 UCs and a LM has been posted in each such cluster with assigned responsibilities. Campaign is designed to be launched in five phases; each phase covering as many union councils as Literacy Mobilizers in each district by selecting one union council from each cluster of five UCs, at least one from each constituency of Provincial Assembly. With the fifth phase coming on ground the all the four project districts will be fully covered.

The Action Plan identifies activities involved, actions to be accomplished, time line for completion and officer responsible. With the experience gained during implementation of first phase, Action Plan will be improved further to make it compatible with the ground realities for successfully achieving the laid down objectives.

Phase wise literacy campaign in four model districts No. of union councils

Scope of JICA's cooperation	Phase	Mandi Bahauddin	Khushab	Khanewal	D.G. Khan
PLPP - I	1	13	10	20	12
	2	13	10	20	12
PLPP -II	3	13	10	20	12
	4	13	10	20	12
	5	13	11	20	11
----	Total	65	51	100	59

Sr. No	Activity	Action	Responsibility
1.	Notify provincial steering committee	Issue notification composition as per PC-I.	Notified vide No. SO(P)5-13/2003 dated February 22, 2005.
2.	Notify District Steering Committee	Issue notification composition as per PC-I.	Secretary L&NFBE Department.
3.	Notify Mauza/village/ ward Education Committee for NFBE schools & ALCs located in Mauza/ Village/Ward.	a) Composition as per pc.1. b) Issue instructions to DCOs.	a) DCO with the approval of District Steering Committee. b) Sec. L&NFBE
4.	Identify union councils	a) One from each cluster of 5 UCs per LM as per HHS, at least one from each constituency of Provincial Assembly in the district. b) Seek consent of DSC and notify for phase-1.	a) JICA b) DCO
5.	Identify illiterates for; a) NFBE age group 5 to 14 b) ALC age group 15+	In each UC identify illiterates separately, males & females: i) Ward, Mauza, Basti/ Settlement wise	a) Over all responsibility of EDO (Lit) b) DDLO to accomplish

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		<ul style="list-style-type: none"> ii) No illiterate be left unidentified. iii) Assign unique identification number to each illiterate, as already incorporated in HHS. iv) Constitute groups, each comprising 20 to 40 illiterates per NF school/center. v) If number of illiterates is more than 40, constitute two groups and if more than 60, constitute two or three groups, as is more practicable. 	<ul style="list-style-type: none"> task with in tehsil of his responsibility c) All data entry to be done by district LitMIS and computer staff. DLO to be responsible. d) JICA to provide assistance including training, monitor execution, supervise progress and produce district wise report
6.	Prepare mauza/ward/settlement wise separate list of all such illiterates who have not been included in the groups as at serial No. 2 and left out because of population scatter.	Separate arrangements to make them literates <ul style="list-style-type: none"> ▪ Mobile Teacher ▪ Task assignment contract 	As at serial no. 2 and LNFBE department
7.	Identify gender wise sites separately for NFBE Schools & ALCs for each union council.	One per each group of 20 to 40 male and female learners. It should be located centrally for easy access to learners.	As at serial no. 2
8.	Notify identified NFBE schools and ALCs in selected UCs.	Place lists of identified, NFBEs and ALCs before the DSC for its approval. Each NF school and ALC be assigned identification number along with its locational address.	<ul style="list-style-type: none"> a) EDO (Lit.). b) After approval of DSC. DCO to notify. c) JICA
9.	Allocate learners to NFBE Schools and ALCs.	Each group of learners (20 to 40), not exceeding 40, be assigned to NFE facility located centrally to them.	JICA, EDO (Lit),
10.	Identify gender wise teachers; separately for each NFBE school & ALC for each union council.	Teacher should be preferably local-- preferably male for male & female for female learners. If female for female learners not available, then male above age of 50 for female learners.	As at S. No. 2 <ul style="list-style-type: none"> ▪ Teacher should be at least matriculate. More qualified or retired teachers or retired govt. servant may be preferred.
11.	Teacher Selection	From the list of identified teachers, select teachers at NFBE School/Center level with in the U.C, with their consent. one each per NFBE school and ALC; male for male learners and female for female learners.	DDLO, LMs, VCE and NGOs
12.	Appointment of teacher.	List of selected teachers with full particulars i.e., name, parentage address, qualification, copies of educational certificates and I.D. Card be put up to EDO (Lit.) who should issue appointment order.	DDLO EDO(Lit)
13.	Selection of NGO	Select NGOs as per procedure prescribed in the PC-I. No union council to have more than one NGO to monitor all NFBE schools and ALCs located with in its jurisdiction. If required number of NGOs are not available then one NGO may be for two or more UCs.	DCO with the approval of DSC.
14.	List of master trainers	Get information from—PPC, AIOU, NCHD, DSD, GCETs, NGOs, IER PU, Ali Institute, any other. It should provide information about	DS(planning)

		qualification and experience in training non formal or primary teachers.	
15.	Selection of master trainers	One set per 50 non formal teachers. Select required number of trainers to cover whole district in one go.	a) DS(planning) & JICA. b) Notify list to the concerned district.
16.	Teachers training	a) Prepare detailed training programme under guidance of JICA and DS(planning) and disseminate to all concerned. Simultaneous at district, Tehsil and even lower level to cover district in one go. b) Commencement and completion of training. c) Provide administrative support. d) Monitor progress and keep DSC informed under intimation to the Department. e) NGO representative to remain present during complete sessions of training and provide inputs and feed back.	a) EDO (Lit). b) EDO(Lit). c) DLO, DDLO. and LM. d) DCO. e) President/Chairman/Head of NGO.
17.	Center & learner kits, as specified in the PC-I.	a) Work out requirement, number of each type of kits required; school, union council, tehsil & district wise for phase-1. b) Coordinate demand determination, supply scheduling, and inventory management.	a) EDO(Lit) to work out. Get it approved from DSC. b) DS(Planning) & JICA.
18.	Purchase of kits	a) Identify possible supply sources. b) Procurement at provincial or district level?	▪ DS (P), JICA ▪ Take decision or consult PSC.
19.	Make kits available in districts	a) Dispatch if so required b) Distribute kits to schools, centers and learners	a) EDO(Lit) and LM. b) JICA to monitor and report any variances.
20.	Registration of learners	Register 100% enlisted illiterates, at allocated non formal school/center with their unique identification number.	a) Teacher, NGO & LM. b) Monitoring by DDI O& Nazim UC. c) Inspection & verification by EDO (Lit) & Tehsil Nazim. d) Computerized Data Management System development for enrolled learners by JICA.
21.	Launch the campaign	For inauguration, a provincial dignitary may be invited. All stake holders to be invited: Ministers, C.S., Chairman P&D, Secretaries Education, SW & WD, LG&RD, Health, LS&DD, INF, TEVETA, NCHD etc. Nazims-Distt, Tehsil, UCs, all district officers, LNFBE & ALC teachers, NGOs, village headman, Councilors, media. (learners?) MNAs, MPAs of the Distt, Donors-JICA, UNESCO, UNICEF, WFP, ILO, WB, ADB, DFID, CIDA, GTZ, USAID & International NGOs.	a) DCO to make arrangements. b) EDO(Lit) to provide al required support and assistance. c) Department to coordinate & monitor.
22.	Monitoring	a) Enrolment, attendance, retention, learning	▪ LM 100% p.m.

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		achievement, inspection reports, consolidate, action. b) Monitoring outcome to be reported as per prescribed profarmas.	<ul style="list-style-type: none"> ▪ DDLO 50% - do- ▪ DLO 25% - do- ▪ EDO(Lit) 20% - do- ▪ NGO 100% - do- ▪ Nazim UC, Tehsil, District and DCO at random. ▪ ACTION?
23.	Assessment of learning achievement.	a) For ALC & LNFBE learners; periodic &, final on the completion of learning cycle -- -- develop own system or take help of Punjab Examination Commission or PEACE b) HAVE DIALOGUE WITH THE COMMISSION or PEACE TO WORK OUT MODALITIES	JICA and Department
24.	Completion of learning cycle	a) Assessment of learning achievement level. b) Administer test in learnings to learners at UC level. c) Prepare, announce and notify result. d) Award certificate to each learner who has completed learning cycle and taken test. e) Certificate should contain learner's unique identification number under which he was registered.	a) Certificates to be signed by EDO(Lit). b) Certificates to be distributed by Nazims in their respective areas in public gatherings. c) Arrange coverage by media
25.	Admission to main stream	a) Get NFBE (primary) qualified learners admitted to formal schools at level of age and learning. b) ALC qualified be encouraged to join regular stream of education. c) Make arrangement for continuing education through CLCs.	EDO (Lit). Seek Help of DCO and District Nazim
26.	Slow learners, drop outs, failures, absentees	a) Identify. b) Bring back to NFE system to afford them one repeat opportunity	DLO, DDLO and LM under guidance of EDO(Lit)
27.	Incentives	a) Cash awards at UC, Tehsil, and Distt. Levels for learners, NFBE and ALC teachers and literacy campaign project staff. <ul style="list-style-type: none"> ▪ NFBE and ALC LEARNERS Separately. i) For three top scorers in each UC--- Rs.500/, 300/ & 200/ plus Shield. ii) For three top scorers in each tehsil--- Rs.800/, 500/ & 400/ plus Shield. iii) For three top scorers in each district- Rs.1,000/, 800/ & 600/ plus Shield. b) THREE BEST TEACHERS, NFBE and ALC separately. <ul style="list-style-type: none"> i) Each UC Rs.1,000/, 800/ & 600/ and Certificate. ii) Each Tehsil Rs.1,500/, 1,200 & 1,000 and Certificate. iii) Each district Rs.2,000/, 1,500/ & 1,300/ and Certificate. c) PROJECT STAFF	<ul style="list-style-type: none"> ▪ District Steering Committee to approve nominations for award and confer these in public gathering. ▪ Arrange media coverage.

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		<p>i) One best literacy mobilizer in a district Rs. 6,000/- and certificate</p> <p>ii) One best DDLO in a district Rs. 7,000/- and certificate.</p> <p>iii) Best district award. EDO(Lit) one out of four districts Rs. 10,000/- and certificate.</p>	
28.	Discipline; teachers and learners	Id card, cleanliness, record keeping, punctuality, learner unique number, attendance, retention, school/center signboards. Monitoring/Updated data management system development	<p>a) JICA and Deptt.</p> <p>b) Imp. EDO(Lit), DLO, DDLO, LM, NGO.</p> <p>c) Supervision by Nazim UC, Tehsil and District</p>
29.	Shifting/Relocating. a) NFBE School/Center. b) Teacher.	<p>a) No. school or center be shifted or relocated without prior approval of DSC.</p> <p>b) No teacher be substituted, shifted or relocated without prior approval of DSC.</p> <p>c) Any change made in location of a school/center of a teacher be immediately intimated to the department.</p>	<p>a) EDO(Lit)</p> <p>b) EDO(Lit)</p> <p>c) EDO(Lit)</p>
30	Disbursement of salaries/remuneration to project staff, teacher, NGOs and Payment of other expenditures.	All payments be made through crossed cheques. No amount be transected in cash.	EDO(Lit)
31.	Avoid duplication/overlapping	<p>a) NCHD, ILO, Donors and NGOs are also running their literacy programmes. Overlappings and duplications be avoided strictly.</p> <p>b) All such literacy related centers being run under other programmes be identified and reported.</p>	<p>a) EDO(Lit)</p> <p>b) EDO(Lit)</p>

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