

Government of Punjab  
School Education Department  
Punjab Education Sector Reform Programme  
Programme Monitoring and Implementation Unit  
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**PROFESSIONALS REQUIRED**

Credit Identification No. IDA 5106-PK  
Contact No.PMS/1/2016

The Government of the Punjab is implementing the Education Sector Reform Programme (PESRP) with the assistance of the donors (World Bank & DFID). The credit includes a Technical Assistance (TA) component of US\$ 10.00 million for the institutional capacity building of Punjab School Education Sector.

Under this programme, PMIU intends to procure the services of experienced professionals having relevant experience /qualification from recognized universities on contract basis initially for one year with possibility of extension under the programme as per detail given below:

| S.No | Name of Post                                | No. of posts | Qualification  | Experience  | Salary Package  |
|------|---|--------------|--|---|---|
| 1    | Head of Research, Analysis & Policy Wing    | 1            | PhD in Social Sciences or equivalent qualification from HEC recognized National / International University OR                      | 2 years relevant post qualification experience in Public Sector | Market based pay package commensurate with qualification and experience |
|      |   |              | MPhil in Social Sciences or equivalent qualification from HEC recognized National / International University OR                    | 4 years relevant post qualification experience in Public Sector |   |
|      |   |              | BS four years/Master Degree in Social Sciences or equivalent qualification from HEC recognized National / International University | 7 years relevant post qualification experience in Public Sector |   |
| 2    | Senior Monitoring and Evaluation Specialist | 1            | PhD in Social Sciences or equivalent qualification from HEC recognized National / International University OR                      | 2 years relevant post qualification experience in Public Sector | Market based pay package commensurate with qualification and experience |
|      |   |              | MPhil in Social Sciences or equivalent qualification from HEC recognized National / International University OR                    | 4 years relevant post qualification experience in Public Sector |   |
|      |   |              | BS four years/Master Degree in Social Sciences or equivalent qualification from HEC recognized National / International University | 7 years relevant post qualification experience in Public Sector |   |

|   |                                      |   |   |   |   |
|---|--------------------------------------|---|---|---|---|
| 3 | Early Childhood Education Specialist | 1 | BS four years/Master's Degree in Education or equivalent qualification from HEC recognized National / International University            | 8-10 years of experience working in the education sector, with an emphasis on early childhood education | Market based pay package commensurate with qualification and experience |
| 4 | ICT in Education Specialist          | 1 | BS four years or Master Degree in E learning, ICT In Education, IT or related Field from HEC recognized National/International University | 2 years experience of working on ICT for Education  | Market based pay package commensurate with qualification and experience |

Detailed Job description/TORs for the above positions can be downloaded from the PMIUs' Website: [www.pesrp.edu.pk](http://www.pesrp.edu.pk). Above positions are merit based and located at Lahore. Interested candidates should apply with their complete CV showing qualification, experience in the relevant field, and copy of CNIC by 2.00 PM on August 25, 2016. Only shortlisted candidates will be called for interview.

Programme Monitoring and Implementation Unit  
Punjab Education Sector Reform Programme  
8-A, Ali Block, New Garden Town  
Lahore  
Tel: 042-99232190

## TORs/Job Description of Head of Research, Analysis and Policy Wing

### Objective

The main objective of Research Analysis and Policy wing is to Provide leading research and analytical services and value-added information, studies, and solutions to School Education Department (SED) in Punjab and other users such as World Bank (WB), donor organizations, NGO's, others etc. in a manner that broadens and strengthens the knowledge base on school education in Punjab and maximizes the effectiveness of Punjab Education Sector Reform Programme.

### Scope

1. Identify the data needs and requirements through consultations with the different stakeholder organizations, key officials, school administrators, and other potential data users to ensure that the data requirements and needs of the policy and decision-makers and other key users are taken care of at the time of establishment/development of EMIS.
2. Responsible for **setting up a research unit** at PMIU to manage the development of a database environment for data planning, identification of data sources, collection of data, and data processing, analysis, and reporting for planning and decision making purposes.
3. Design, develop and maintain **school education research and analysis databases** and infrastructure and ensuring the accuracy and comprehensiveness of research data and analysis, findings, and recommendations.
4. **Continuous evaluation and review** of school education reform interventions, Programme/Project details and documents, SED/PMIU systems, processes, activities and reports, and third party (consultants, auditors etc.) interventions for developing, proposing and implementing advanced approaches, benchmarks, and best practices in education planning, management, and development.
5. Develop a detailed analysis of the views of key beneficiaries of education reforms (students, parents, communities and teachers) obtained through a **Knowledge Attitudes and Practices (KAP)** Survey collected at District level and collated centrally, making recommendations for Redressal and improvements.
6. Engage with SED/PMIU staff, **DMO's and other field staff to help/train** them to devise innovative strategies to implement Programme/Project activities, to obtain school data, and to integrate research findings and recommendations in Programme/Project implementation, monitoring, and evaluation.

7. **Write and publish** technical and non-technical research papers, reports, and other useful informational material, participating in Programme/Project wide events and discussions
8. **Liaise with other sub departments** and entities within SED to effectively pursue the research and database management activities of the Unit.
9. **Liaise with all the other cells in PMIU** to fulfill their research and analysis needs and to provide them with well researched solutions and recommendations for process, performance, and quality improvements.
10. Assist the PD in ensuring that appropriate, **systematic assessments** (internal and external) of the research and database management activities are carried out on a regular basis and findings are fed back to improve the effectiveness and efficiency of the activities.

#### **QUALIFICATIONS**

- i. PhD in Social Sciences with 2 years relevant experience preferably in Public Sector OR
  - ii. M.Phil Social Sciences with 4 years relevant experience preferably in Public Sector OR
  - iii. BS four years/Master Degree in Social Sciences with 7 years relevant experience preferably in Public Sector
- Familiarity with statistical software packages (SQL, MS Access, SPSS, and Stata) is a plus.
  - The candidate should have a strong aptitude for research with a demonstrated ability to produce reports with quantitative analysis.
  - The candidate should be familiar with broader education issues in Pakistan and lead the research agenda of Go Punjab for Education Sector Reforms according to the priorities set by PMIU.
  - Strong communication and inter-personal skills are highly valued.

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**TERMS OF REFERENCE**

**PROGRAMME MONITORING AND IMPLEMENTATION UNIT  
School Education Department  
Government of Punjab**

**SECOND PUNJAB EDUCATION SECTOR PROJECT**

**PROPOSED**

**TECHNICAL ASSISTANCE**

**TO THE**

**ISLAMIC REPUBLIC OF PAKISTAN**

**PUNJAB PROVINCE**

**FOR**

**HIRING OF AN INDIVIDUAL CONSULTANT AS  
SENIOR M&E SPECIALIST**

## 1. BACKGROUND INFORMATION

### 1.1. Beneficiary Country and Province

#### **Islamic Republic of Pakistan, Punjab Province**

### 1.2. Contracting Authority

Under the Third Punjab Education Sector Project and in agreement with the World Bank, the Programme Monitoring and Implementation Unit (PMIU), School Education Department (SED), Government of the Punjab is the contracting authority.

### 1.3. BACKGROUND AND OBJECTIVE

Government of the Punjab (GoPunjab) has received financing from the World Bank for the Second Punjab Education Sector Project (PESP II) with the objective of improving school participation and student achievement in the Punjab. As a follow on to PESP II, the Third Punjab Education Sector Project (PESP III) has been approved by the World Bank's Board of Directors, and is expected to begin implementation shortly. Both PESP II and PESP III, include a Technical Assistance Component, which allows the School Education Department to hire consulting services to provide strategic support to the GoPunjab in achieving its Education Goals.

### 1.4. Hiring of a Consultant

Under the Second Punjab Education Sector Program the Government of the Punjab is seeking an experienced individual consultant as Monitoring Specialist to lead the implementation, working directly under the Programme Director, PMIU for properly devising a strategy and implementation thereon as enshrined in the Project Appraisal Document (PAD) agreed with the donor by Government of the Punjab.

## 2. SCOPE

2.1 Monitoring and Evaluation has been core function of PMIU-PESRP since its inception. There are more than 52,000 schools in the province. PMIU collects data from all these schools on monthly basis to monitor the performance of education managers on various indicators. The data so collected plays a critical role in informed-decision making. All the donors and other stakeholders linked with education frequently use the data maintained by PMIU. Further, to encourage a positive competition amongst the districts, a mechanism of district ranking has been put in place under which all 36 districts of the province are ranked against notified performance indicators. Continuous alignment of the evaluation indicators with changing dynamics in the sector is direly needed.

2.2 District Monitoring Officers and Monitoring & Evaluation Assistants are key players in the monitoring hierarchy of the PMIU. Structured evaluation of their performance on monthly basis is critical. Hence PMIU needs to review and institutionalize the performance management mechanisms both for DMOs as well MEAs.

2.3 Moreover, School Education Department is in the process of hiring 4000 AEOs for setting up a basis of sustainable improvement in the quality of education being imparted at public schools. A suitable performance management regime for these AEOs is also required. Further, Education Management Cadre is being introduced in the department, for which technical input is required.

2.4 For all the activities mentioned above, services of a Senior M&E Specialist are required by PMIU. Since it is a continuous activity, the services are required to be hired by engaging the person on monthly basis at a lumpsum package.

### **3. KEY TASKS AND RESPONSIBILITIES**

3.1 Key tasks and responsibilities of the consultant are outlined below:

- Review the present indicators for district ranking and refine the mechanism in consultation with stakeholders including PMIU, School Education Department, CM Roadmap Team and Special Monitoring Unit;
- Devise a School Performance and Categorization Index along with work plan for upgradation of categories of the schools
- Devise and implement a mechanism for performance management of District Monitoring Officers (DMOs) and their evaluation on monthly basis, with particular focus on their role as representatives of PMIU at district level;
- Devise and implement a mechanism for performance management of the Monitoring & Evaluation Assistants (MEAs) and their evaluation on monthly basis, with particular focus on quality of data collected through them;
- Assist School Education Department in developing and implementing a robust system for performance management of the Assistant Education Officers (AEOs)
- Provide necessary conceptual and implementation support to the School Education Department for establishment of Education Management Cadre
- Provide technical input to PMIU, SED and donors as and when required
- Coordinate and liaise with the World Bank and other stakeholders for provision of information in the manner they require
- Make suggestions for improved decision making and implementation thereon
- Provide input into the design, implementation and dissemination of evaluation and , assessment reports
- Coordinate the process for updating policy and procedure documents in the areas of monitoring and evaluation, where required
- Any other task assigned by the Programme Director, PMIU.

### **4. PREFERRED QUALIFICATIONS & EXPERIENCE:**

- i. PhD in Social Sciences from any national / international university recognized by HEC with 2 years relevant experience preferably in Public Sector OR
- ii. M.Phil Social Sciences from any national / international university recognized by HEC with 4 years relevant experience preferably in Public Sector OR
- iii. BS four years/Master Degree in Social Sciences from any national / international university recognized by HEC with 7 years relevant experience preferably in Public Sector

**Skills/Abilities:**

- The candidate should be familiar with broader education issues in Pakistan and lead the Monitoring Agenda and priorities set by PMIU.
- The candidate should have a strong aptitude for research with a demonstrated ability to produce reports with quantitative analysis.
- Strong communication, presentation and inter-personal skills are highly valued.
- Good Computer skills with excellent knowledge of excel
- Understanding of procedures and functioning of the Government
- Able to lead with minimal supervision
- Able to work well in a team environment
- Able to manage multiple tasks and meet deadlines

**5. Selection Method:**

The consultant will be selected in accordance with the procedures set out in Section V ‘Selection of Individual Consultants’ World Bank’s Guidelines; Selection and Employment of Consultants by World Bank Borrowers January 2011 (Revised July 2014).

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**TERMS OF REFERENCE**

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School Education Department  
Government of Punjab**

**SECOND PUNJAB EDUCATION SECTOR PROJECT**

**PROPOSED**

**TECHNICAL ASSISTANCE**

**TO THE**

**ISLAMIC REPUBLIC OF PAKISTAN**

**PUNJAB PROVINCE**

**FOR**

**HIRING OF A CONSULTANT- EARLY CHILDHOOD EDUCATION (ECE) SPECIALIST**

## 1. **BACKGROUND INFORMATION**

### 1.1. Beneficiary Country and Province **Islamic Republic of Pakistan, Punjab Province**

### 1.2. Contracting Authority

Under the Third Punjab Education Sector Project and in agreement with the World Bank, the Programme Monitoring and Implementation Unit (PMIU), School Education Department (SED), Government of the Punjab is the contracting authority.

### 1.3. BACKGROUND AND OBJECTIVE

Government of the Punjab (GoPunjab) has received financing from the World Bank for the Second Punjab Education Sector Project (PESP II) with the objective of improving school participation and student achievement in the Punjab. As a follow on to PESP II, the Third Punjab Education Sector Project (PESP III) has been approved by the World Bank's Board of Directors, and is expected to begin implementation shortly. Both PESP II and PESP III, include a Technical Assistance Component, which allows the School Education Department to hire consulting services to provide strategic support to the GoPunjab in achieving its Education Goals.

### 1.4. Hiring of a Consultant

Under the Second Punjab Education Sector Program the Government of the Punjab is seeking an experienced Early Childhood Education (ECE) Specialist to lead the implementation, working directly under the Special Secretary Education, the government's ECE implementation strategy for the Punjab.

## 2. **SCOPE**

2.1 Under PESP III, the SED plans on scaling up ECE in the Punjab to improve children's cognitive, socioemotional, and physical development and facilitate their transition to primary school through strengthened Early Childhood Education. Currently, the SED has established more than 1,200 ECE centers in the Punjab through the Directorate for Staff Development (DSD) and has plans to establish 7,000-8,000 more ECE centers by July 2017. This intervention will involve, developing an ECE curriculum, ECE activity guides, improving the physical appearance of ECE dedicated classrooms, and developing ECE teacher training support as well as capacity building of School Councils and parents.

## 4. **KEY TASKS AND RESPONSIBILITIES**

3.1 The key tasks and responsibilities of the consultant are outlined below:

- Within the first 3 weeks of work, develop an implementation plan for the implementation of PESP III ECE goals.
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- Develop an ECE operations manual for the SED, to outline key implementation steps based on the implementation plan which can be honed as implementation is started
- Work closely with the PMIU, SED, and DSD to develop an ECE policy for the province that outlines the key components of ECE
- Provide technical input into the SED's ECE curriculum and ECE teacher training as required by the SED

- Develop an ECE tool kit of teaching-learning materials as well as an ECE activity guide for parents
- Liaise with UNICEF, the Bank and all other stakeholders involved in ECE delivery in the Province.

## 6. QUALIFICATIONS

### **Education**

- BS four Years or Master's Degree in Education from a national/internationally recognized accredited University by the Higher Education Commission of Pakistan.

### **Experience Required:**

- 8-10 years of experience working in the education sector, with an emphasis on early childhood education
- Experience in designing and managing relevant ECE programs
- Extensive experience working in the education sector in Pakistan
- Experience working with provincial education departments

### **Required Knowledge:**

- Extensive knowledge on global ECE best practices
- Experience with basic Microsoft Office Products

### **Skills/Abilities:**

- Able to provide high quality technical support to the government
- Able to lead with minimal supervision
- Able to work well in a team environment
- Able to manage multiple tasks and meet deadlines
- Excellent interpersonal and organizational and skills.

## 7. OUTPUTS

Required outputs from the consultant include but are not limited to the following. PMIU reserves the right to request revisions and resubmissions as needed:

- 1) ECE Implementation Plan
- 2) SED Approved ECE operations manual (with implementation plan)
- 3) ECE policy
- 4) Regular progress updates to Special Secretary, SED

**8. Duration of Consultancy**

The consultancy will be task based but the consultant will be expected to be in Lahore for at least 3 days of the week. The contract period will be for 12 months with possible extension based on need and performance.

**9. Selection Method:**

A consultant will be selected in accordance with the procedures set out in Section V ‘Selection of Individual Consultants’ World Bank’s Guidelines; Selection and Employment of Consultants by World Bank Borrowers January 2011 (Revised July 2014).

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**PROPOSED  
TECHNICAL ASSISTANCE  
TO THE**

**ISLAMIC REPUBLIC OF PAKISTAN  
PUNJAB PROVINCE**

**FOR**

**HIRING OF AN INDIVIDUAL CONSULTANT AS  
INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT) IN EDUCATION  
SPECIALIST**

## **1. BACKGROUND INFORMATION**

### **1.1. Beneficiary Country and Province**

**Islamic Republic of Pakistan, Punjab Province**

### **1.2. Contracting Authority**

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### **1.3. BACKGROUND AND OBJECTIVE**

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### **1.4. Hiring of a Consultant**

Under the Second Punjab Education Sector Program the Government of the Punjab is seeking an experienced individual consultant as Information and Communication Technologies in Education Specialist to lead the implementation, working directly under the Programme Director, PMIU for properly devising a strategy for ICT requirements and implementation thereon for PMIU and its sister's organizations.

## **2. SCOPE**

2.1 PMIU is not only coordinating for implementing the Govt. of the Punjab Reform agenda but also executing all the initiatives as agreed with the donors. Under PESP-II, there were a number of initiatives associated with ICT and some of them may continue as well in PESP-III. Similarly under Result Based Action Framework (RAF), agreed with DFID, there are other initiatives which require use of ICT in Education. Government has launched a host of programmes under the E learn program which cover e provision of smart boards, IT labs and Tablets in the classroom. This also includes developing of AV and digital modules for student learning. Being a new initiative in the field of ICT in Education, all the donors and other stakeholders linked with education are focusing for its promotion. Since this is a new domain for PMIU, thus it requires hiring the services of an experienced person having vast knowledge and experience on monthly basis lumpsum package.

## **3. KEY TASKS AND RESPONSIBILITIES**

3.1 The key tasks and responsibilities of the consultant are outlined below:

- To review the existing information and communication technologies programmes related to School Education
- To make assessment of the requirements with particular reference to various initiatives implemented in the past and to be implemented in future
- To indicate flaws in the system and pinpoint weaknesses
- To develop, monitor and review programmes, principles, policies, procedures, guidelines standards and strategies with respect to all issues concerning ICT in Education to support PMIU
- To develop an appropriate strategy for:
  - E- learning
  - Use of ICT in Education
  - Any other initiative relevant to the activities and indicators
- To outline key implementation steps based on the implementation plan and make recommendations about these, as appropriate.
- To provide technical input to SED and its sisters organizations as and when required and will be responsible for corporate governance of ICT
- To initiate ICT based programme(s) and provide advice and make recommendations regarding budget, implementation and subsequent policy implications for new ICT developments, infrastructure and major issues
- To oversee the implementation of the ICT Strategic Plan, and ensure alignment to other relevant education institutions; monitor risk associated with ICT across them and provide appropriate advice
- To recommend and monitor the performance of initiatives and set parameters and develop clear scopes for each ICT initiative
- To make suggestions for improved decision making and implementation thereon
- Any other work as assigned by the Programme Director.

#### **4. PREFERRED QUALIFICATIONS**

##### **Qualification**

- Masters Degree in E learning, ICT in Education, IT or related field from an internationally recognized University recognized by HEC

##### **Experience Required:**

- 2 years experience of working on ICT for Education
- The candidate should be familiar with broader ICT in Education Programmes undertaken so far and lead the agenda and priorities set by PMIU.

- Strong communication and inter-personal skills are highly valued.

**In E Skills/Abilities:**

- Able to provide high quality technical support to the government
- Able to lead with minimal supervision
- Able to work well in a team environment
- Able to manage multiple tasks and meet deadlines
- Excellent interpersonal and organizational and skills.

**5. Selection Method:**

A consultant will be selected in accordance with the procedures set out in Section V ‘Selection of Individual Consultants’ World Bank’s Guidelines; Selection and Employment of Consultants by World Bank Borrowers January 2011 (Revised July 2014).

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