

Government of the Punjab  
School Education Department  
Punjab Education Sector Reform Programme  
Programme Monitoring and Implementation Unit  
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**Request for Expression of Interest  
for Hiring of Individual Consultants**

Identification No. Loan No 86200

Contact No.PMS/1/2018

The Government of the Punjab is implementing the Education Sector Reform Programme (PESRP) with the assistance of the World Bank. The credit includes a Technical Assistance (TA) component of US\$ 9.36 million to help achieve the objectives of PESP-III.

2. Under this programme, PMIU invites experienced professional having relevant experience /qualification from recognized universities to indicate their interest in providing the services. Interested candidates should provide information indicating that they are qualified to perform the below mentioned services on contract basis for one year with possibility of extension under the programme:

S.No	Name of Post	No of Position	Qualification	Experience	Remuneration
1	Financial Management Specialist	1	Master In Business Administration/Finance /ACCA/CA or relevant education from internationally/ national University recognized by HEC	3 years relevant experience preferably in Public Sector or with donors	Market based remuneration commensurate with qualification and experience
2	Contract Management Specialist	1	MBA, Master's Degree in Economics/Finance /Accounting/ ACCA / CA/Engineering (sixteen years of education). Contract management and project management related qualification/certifications will be accorded due weightage	At least 5 years of relevant experience.	Market based remuneration commensurate with qualification and experience
3	SAP Specialist	1	MBA, Master's Degree in Economics/Finance /Accounting/ ACCA / CA (sixteen years of education). SAP certification will be accorded due weightage	At least 2 years of experience, in providing technical support on SAP	Market based remuneration commensurate with qualification and experience
4	Research Associate	1	Master Degree in Social Sciences or equivalent qualification from International/ National University recognized by HEC	Experience of working with Public sector will be preferred	Market based remuneration commensurate with qualification and experience

5	Data Analysts	2	Master Degree in Economics/Statistics or Research Methodologies or equivalent qualification from International/ National University recognized by HEC	1-2 years post qualification hands-on experience with Statistical Software Packages	Market based remuneration commensurate with qualification and experience
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ToRs can be downloaded from: [www.pesrp.edu.pk](http://www.pesrp.edu.pk). Qualified female candidates are encouraged to apply. Consultant(s) will be selected in accordance with the procedures set out in Section V of the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers January 2011 (Consultant Guidelines, Revised 2014). Curriculum Vitae (CV), copies of educational degrees/certificates/experience certificates, and CNIC must be attached with CV. Above position is merit based and located at Lahore. Interested candidates should apply by August 30, 2018 till 3.00 PM. 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

**TERMS OF REFERENCE**

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

**THIRD PUNJAB EDUCATION SECTOR PROJECT**

**TECHNICAL ASSISTANCE**

**TO THE  
ISLAMIC REPUBLIC OF PAKISTAN**

**PUNJAB PROVINCE**

**FOR**

**HIRING OF AN INDIVIDUAL CONSULTANT AS**

**Financial Management Specialist**

## **For Position at S.No. 1**

### **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 Third Punjab Education Sector Project (PESP-III) 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) is being implemented which includes 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 Third Punjab Education Sector Program, the Government of the Punjab is seeking an experienced individual consultant as Financial Management Specialist working directly under the Programme Director, PMIU to lead the implementation related to financial management of PESP-III funds, Budget Execution Reports (BER), Non Salary Budget, devising its 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 The GoPunjab has a well defined budgeting process and reforms are under way to introduce modern practices in financial planning and budgeting. The GoPunjab currently

implements a Medium Term Fiscal Framework and MTBF. These policies and procedures are being progressively and consistently applied at the provincial as well as district government levels. Under PESP-III, it is obligatory upon PMIU to ensure proper financial management of funds and as agreed with the donors system generated accounting records will be the basis for preparation of the Budget Execution Reports (BERs) of the education sector including programme expenditure and TA financed under the project. Moreover, Non Salary Budget (NSB) is being provided to public schools on quarterly basis. The incumbent is thus expected to manage all the activities related to financial management of funds and need assessment of amount required to be released timely and as per agreed dates. The detail of responsibilities is given below:

### **KEY TASKS AND RESPONSIBILITIES**

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

- To review the financial management requirements of PESP-III funds
- To prepare withdrawal application for submission to the World Bank for funds disbursements
- To prepare and submit consolidated Budget Execution Reports (BER) of Education Sector
- To prepare and submit the annual financial statements covering the overall budgetary expenditures under PESP-III alongwith Interim Unaudited Financial Reports (IUFR)
- To review operations of NSB and manual of NSB earlier framed and its updation by adding new requirements as per policy
- To outline key implementation steps based on the implementation plan
- Provide technical input to SED and donors as and when required
- To arrange collection of data as required and also generate information by using the tools as and when required
- To coordinate and liaise with the World Bank, DFID and all other stakeholders for provision of information in the manner they require
- Development and suggest improvement in the delivery mechanism, identification of training needs for Fund/NSB users and of relevant staff. Supporting the assessment and strengthening of budget transparency and accessibility at provincial and district levels
- Review existing funds flow reports (e.g. PIFRA), augmenting where required with specific district-level work, and identify specific budget execution improvements.
- Preparation of guidelines and training materials on improved flow of funds Identification, management and oversight of specific studies/analysis to improve the efficiency of resource use
- Maintaining effective liaison and coordination with Finance & Planning and Development Departments, and other key stakeholders
- To make suggestions for improved decision making and implementation thereon
- Any other work as assigned by the Programme Director.

#### **4. QUALIFICATION & EXPERIENCE**

##### **Qualification**

- Master In Business Administration/Finance/ACCA/CA or relevant education from internationally / national University recognized by HEC.

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

- 3 years relevant experience preferably in Public Sector or with donors
- Familiarity with 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
- Strong communication and inter-personal skills are highly valued.

##### **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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## **For Position at S.No. 2**

### **Terms of Reference for Hiring the Services of Individual Consultant as Contract Management Specialist**

PMIU intends to procure the services of Contract Management Specialist with following responsibilities:

#### ***Deliverables/Specific Outputs Expected***

- Oversee the verification of invoices received against goods receipts and contracted prices prior to approving the processing of such invoices for payment;
- Administer contract performance, including delivery, receipt, warranty, damages and insurance;
- Monitor the progress of contracts signed with suppliers / consultants ensuring that all policies/procedures and requirements are fully complied with by them as per the terms of the contracts
- Review, revise, and clear purchase orders and contracts prior to forwarding them for approval to appropriate official / forum;
- Supervise the maintenance of relevant internal databases and files, monitor contractual agreements, direct provisioning contracts and inform users affected of contractual rights and obligations;
- Provide support to PMIU in matters of audit, litigation and dispute resolution related with all kinds of procurement;

#### ***Profile /Qualifications***

- MBA, Master's Degree in Economics/Finance /Accounting/ ACCA / CA/Engineering (sixteen years of education). Contract management and project management related qualification/certifications will be accorded due weightage
- At least 5 years of experience; after acquiring stipulated qualification, with demonstrative effectiveness, in providing technical support on contract administration issues.
- Experience on donor funded projects would be accorded more weightage.
- Very good understanding of government functioning and protocols as evidenced in the past experience of candidate.
- Ability to correctly understand and interpret Procurement/ Contract Laws, Rules and Regulations
- The individual should have extensive knowledge of national / provincial rules and regulation.
- Should be fluent in the language for communication defined in the Contract and should have expertise in the interpretation of contractual documents.
- Excellent IT skills including MS Office applications such as Word, Excel, power point and Outlook
- Good English verbal & written communication skills, knowledge of local language and familiarity with project area is essential

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## **For Position at S.No. 3**

### **TORs for Hiring of SAP Specialist**

#### **A. Project Context & Description**

Punjab, the country's most economically advanced and populous province, has an out-of-school population close to 3 million, and almost 16% of 6-10 year olds and 14% of 11-15 year olds have never been in school. Children from poor households appear to suffer a large education disadvantage at all levels: for example, only 57% of children ages 6–10 years belonging to the poorest two wealth quintiles are enrolled. The enrolment gap rises sharply for rural households at middle and secondary education levels, as does the gender gap. Furthermore, for those children in school, student achievement levels are poor – only 37% and 51% of children in Grade 5 in rural Punjab could read a sentence in Urdu at the Grade 2 level and do double digit division in arithmetic, respectively. Low education attainment and poor education quality at the school level pose persistent challenges as these children eventually enter the labor market.

Punjab Education Support Project (PESP III) is the third in the series of reform projects supporting the Government of Punjab's larger education reform program. The project focuses on increasing access and improving the quality of education in Punjab with a particular focus on the ten least performing districts (in terms of enrollment and numbers of out of school children). The Project has 9 reform areas which are within the GoPunjab's larger Education Goals 2018. These include: (i) vouchers for children to attend low cost private schools; (ii) public private partnerships in education; (iii) stipends to girls in secondary school; (iv) early childhood education; (v) improved teaching and learning; (vi) support to non-salary budgets to schools; (vii) merit based recruitment and teacher rationalization; (viii) support to student assessment systems; (ix) data management strengthening.

To ensure effective implementation of PESP III, PMIU is responsible for (a) reporting on the DLIs, EEPs, monitoring indicators and TA implementation; (b) ensuring that the Bank's fiduciary regulations and requirements are followed; (c) coordinating support from and actively communicating with the Bank and other development partners and (d) preparation of BER. Strengthening PMIU's capacity to provide technical guidance and fiduciary oversight of program activities is a critical part of the project design. An Internal Financial Management Cell has been recognized as a key component of this strengthening plan to support PMIU's financial responsibility. These TORs highlight the scope of work and activities for the Financial Analyst consultant, to be hired as part of the Internal Financial Management Cell.

#### **B. Objective of the Assignment**

The Government's internal control system for expenditure is based on a series of regulations including the New Accounting Model (NAM), Punjab Financial Rules, Treasury Rules, Delegation of Financial Powers and Rules of Business. Further, payments under the project will be subject to the normal pre-audit verification at accounting offices, before payments from the single treasury account are approved. However, internal auditing is one of the weakest links in the Punjab Public Financial Management System, as observed by the Punjab PEFA Assessment 2013 Report. The Internal Audit team established at PMIU is expected to address this gap.

#### **C. Scope of Work:**

The consultant will be responsible for the preparation, design Budget execution of PMIU. The consultant will oversee the whole process while working in close partnership with the School Education Department, World Bank, DFID and other development partners.



More especially, the consultant will perform the following specific tasks: Monitor quarterly budget utilization of SED, its entities and district/DEA's Current and Development budget in each quarter of a fiscal year and suggest re-appropriation of funds.

- 1) Extracting data from SAP for preparation of IUFRS.
- 2) Extracting data from SAP for Budget execution report of PMIU.
- 3) To extract data from SAP for the preparation of Budget Execution Reports and the performance measurement of SED and its allied entities through BER's.
- 4) Monitoring of NSB release, transfer and judicious spending of NSB funds.
- 5) Extract data for Internal audit activities as and when required
- 6) Any other task assigned by PD/APD.

#### **D. Deliverables**

1. Budget execution report of
  - a. PMIU
  - b. SED & its Allied entities.
2. Monthly report on utilization of budget by PMIU with forecast of expenditure on the remaining part of fiscal year.
3. Monthly report on utilization of budget by SED, its allied entities with forecast of expenditure on the remaining part of fiscal year.
4. Monthly report on NSB release and Transfer.
5. Support PMIU line staff in re-appropriation of its funds in SAP R/3(PIFRA)

#### **E. Qualifications**

- MBA, Master's Degree in Economics/Finance /Accounting/ ACCA / CA (sixteen years of education). SAP certification will be accorded due weightage.
- At least 02 years of working on SAP system. Experience of working on PIFRA will be given due advantage.
- Proficiency in advanced MS Excel.
- Good oral and written communication skills in English

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## **For Position at S.No. 4**

### **Terms of Reference for the Position of Research Associate**

#### **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 (GoPb) has received financing from the World Bank for the Third Punjab Education Sector Project (PESP III) with the objective of improving school participation and student achievement in the Punjab. PESP III includes a Technical Assistance Component, which allows the School Education Department to hire consulting services to provide strategic support to the GoPb in achieving its Education Goals.

##### **1.4. Project Context & Description**

1.4.1 Third Punjab Education Support Project (PESP III) is the third in the series of reform projects supporting the Government of Punjab's larger education reform program. The project focuses on increasing access and improving the quality of education in Punjab with a particular focus on the ten least performing districts (in terms of enrollment and numbers of out of school children). The Project has 9 reform areas which are within the GoPunjab's larger Education Goals 2018. These include: (i) vouchers for children to attend low cost private schools; (ii) public private partnerships in education; (iii) stipends to girls in secondary school; (iv) early childhood education; (v) improved teaching and learning; (vi) support to non-salary budgets to schools; (vii) merit based recruitment and teacher rationalization; (viii) support to student assessment systems; (ix) data management strengthening.

##### **1.5. Objective of the Assignment:**

We are seeking a Research Associate to participate in program design and implementation of the Third Punjab Education Sector Project (PESP III).

##### **1.6 Scope of Work:**

The key tasks and responsibilities to be accomplished by the Research Associate are as follows:

### **Specific Tasks:**

1. Develop a strong understanding of the school education system in Punjab in terms of past progress, challenges and interventions being implemented.
2. Review literature relevant to the Third Punjab Education Support Project (PESP III).
3. Clean and analyze qualitative and quantitative data using statistical software such as STATA or R, with supervision by Research Head
4. Leverage data to gain insights and drive delivery
5. Contribute to research designs, including the development and piloting of survey instruments
6. Write policy briefs under supervision by Research Head.
7. Assist in overseeing that timelines and benchmarks are being met for the Systems Approach For Better Education Results (SABER) Punjab.
8. Plan and develop strategies to improve service delivery in the school education sector in Punjab
9. Monitor the progress against targets for specific research assignments
10. Any other work as assigned by the Head of Research or Programme Director.

### **1.7. Qualifications**

- At least Masters in Social Sciences or equivalent qualification from International/National university recognized by HEC
- Experience of working with the public sector
- Strong analytical skills to evaluate and analyze data
- Excellent English written and communication skills, with analytic capacity and ability to synthesize relevant collected data and findings for the preparation of quality reports for the PMIU.

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## **For Position at S.No. 5**

### **TERMS OF REFERENCE REGARDING HIRING OF DATA ANALYSTS**

Programme Monitoring & Implementation Unit intends to hire the services of Data Analysts for its various activities including the Public School Support Program (PSSP) being run by Punjab Education Foundation (PEF).

#### **Data Analyst should be able to:**

- Analyze data of Punjab Schools Monitoring activities
- Analyze trends of enrolment & retention in public schools
- Analyze trends of teachers recruitment and rationalization
- Analyze various performance indicators
- Develop better reporting tools for formulation of policies etc.
- Analysis of MEAs reports
- Design better monitoring proforma for MEAs & Monitoring teams
- Analyze the PEC results
- Research methods for better analysis & comparison
- Design, develop and generate the reports as per requirement.
- Analysis of Teachers training data
- Perform Quality Assurance
- Able to manage tasks in given timelines efficiently
- Any other work to be assigned by PMIU

#### **Required Skills**

- In-depth knowledge and experience of quantitative and qualitative research
- In-depth knowledge and experience of standard statistical software
- Must have strong skills in MS Excel, Power point, Project, Excess.
- Experience in designing and developing research methodologies
- Comprehensive understanding of educational activities in the province
- Self motivated team player and having effective interpersonal skills.
- Understanding of statistical procedures and processes.
- Knowledge of statistical applications and databases
- Efficient time manager able to meet given timelines

#### **Required Experience and Qualification**

- Master Degree in Economics/Statistics/Research Methodologies or equivalent qualification from International/ National recognized University by HEC.

- 1-2 years of experience preferably in public sector

**Other Requirements**

- Excellent communication skills and ability to coordinate the work within strict deadlines and handle multiple concurrent project/ activities
- Excellent interpersonal skills

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