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 A FIRM

FOR

RESULT COMPAIGN 2014-15
UNDER IMPROVERS PROGRAMME
1. BACKGROUND INFORMATION

1.1. Beneficiary Country and Province

Islamic Republic of Pakistan, Punjab Province

1.2. Contracting Authority

Under the Second 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 has received financing from the World Bank towards the cost of the Second Punjab Education Sector Project, and intends to apply part of the proceeds under Technical Assistance (Component II) for consulting services.

1.4. Government of the Punjab is implementing the Education Sector Reforms Programme (PESRP) with the assistance of the World Bank to support and scale-up specific interventions to improve education outcomes. GOPunjab is intended to implement the given initiatives in transparent and robust manner to accomplish the desired output within a minimum possible timeframe. These initiatives have been designed to directly promote greater school quality, access and governance apart from other steps recruiting merit based teachers at all levels and through these improvements, promote the retention of students and school participation of new children.

1.5. For the above purpose, School Education Department (SED) and Programme Monitoring and Implementation Unit (PMIU), Government of Punjab, under the Punjab Education Sector Reform Programme I & II initiated the pilot “Improvers” School Performance Programme in FY2010/11 as a three-year scheme to award incentives to low-performing schools in three poorly-performing districts, with the aim of increasing enrolment in schools and improving student learning outcomes. In 2013 – 14, an adapted form of the programme was introduced as a pilot into three further districts.

2. Programme activity 2010 – 2014:

2.1 Original districts: (Attock, MandiBahauddin and Rahim Yar Khan)

2.2 During awareness campaigns in 2011, 2012, 2013, 2014 teachers were registered into the scheme and participating schools verified for each year. Incentives were paid to Approx. 1000 teachers/head teachers in FY 2010–11, 2011– 12, 2012- 13, 2013 - 14 in accordance with the criteria of the programme. From 2013, an annual results campaign was added, during which the achievements of the previous year were highlighted, and high performing schools recognised and appreciated.
2.3 Adapted programme: (Jhelum, Pakpattan and Nankana Sahib)

2.4 An adapted form of the programme was introduced into these districts with awareness campaigns and teacher and school registration in November 2013. Under this form of the programme only Jhelum district schools were to be incentivised with cash bonuses. In Pakpattan district, non-cash rewards were offered, whereas in Nankana district no rewards were offered at all.

2.5 Results campaign 2014 – 15:

2.6 Following the publication of the Annual School Census and the PEC results for 2014-15, PMIU will calculate the composite score (The composite score comprises: gain in school enrolment (25%); gain in test score (60%); test participation rate (15%) and bonus amount in eligible districts) for each participating school. The annual bonus is calculated at the rate of Rs 1000 for each unit of composite score.

2.7 After the calculation of individual school scores, the relevant data will be entered onto pdf versions of the existing school score cards by PMIU. The hired firm is subsequently responsible for the printing of the updated score cards, and these will be distributed during a proposed “Results Campaign” which will comprise field meetings with district officials and with head teachers of participating schools.

2.8 The purposes of the results campaign are as follows:

(Meetings with district officials)

- Raise awareness concerning the objectives of the programme among district education officials
- Outline the achievements of the programme of the year 2014-15, clearly showing which schools are still in need of support, and which are doing well
- Advise various groups of officials as to how they can further encourage teachers and support the programme

(Meetings with head teachers)

- Remind head teachers about the objectives of the programme
- Outline the achievements of the year 2014-15
- Distribute the school score cards showing the result of the year 2014-15
- Announce and appreciate the five/ten ‘most improved’ schools in each tehsil/district
- Inform (individually) each school as to its position compared with the other participating schools in each tehsil
- Discuss ways in which the school can improve further in the coming year.
3. **Scope of work for Results Campaign:**

3.1. The detailed scope of work is as follows:

- Print the school score cards updated with the results for 2014-15 (from pdf version for each school as given by PMIU)
- Design a presentation for district education officials in line with the purposes given above
- Design a presentation for head teachers in line with the purposes given above
- Design and produce informational/motivational materials for schools, outlining the achievements of the programme during 2014-15, and updating and reinforcing the messages imparted during the awareness campaign of November 2014.
- Liaise with PMIU in designing and organizing the presentation of non-cash rewards in eligible districts according to programme design along with the conduct of ceremonies for teachers’ day and disbursement of non-cash rewards and score cards.
- Organize and conduct meetings with district education officials in each of the six districts at district and sub-district levels with the objectives outlined above.
- Organize and conduct meetings/Focus Group Discussions (as per design provided by the World Bank/PMIU) with the head teachers of all participating schools with the objectives outlined above.
- Liaise (through PMIU) with government officials in the six participating districts in arranging meetings oversee the arrangements at the meeting venues identified by PMIU (seating, cleanliness, overhead projector (OHP)/multimedia, lunch). Liaise with the venue’s management
- Arrange travel and accommodation in connection with the field work
- Arrange lunch and travel allowance for the participants of the result campaign
- Submit campaign report to PMIU
- Provide logistics to PMIU to monitor all the campaign

4. **Reporting:**

4.1. Develop a report (3 hard and 3 soft copies) on the campaign with details of the meetings held, views expressed therein and further recommendations.

5. **Deliverables:**

- Organisation and administration of awareness raising meetings with education officials at district and sub-district levels in six districts
- Organisation and administration of informational and motivational meetings with head teachers of all participating schools i.e. Approx. **1200 (450 original pilot district & 750 adapted pilot district) treatment schools** out of total **1800 (600 original pilot district & 1200 adapted pilot district)** in six districts.
- Presentation at meetings by resource person
- Organisation/procurement (in liaison with PMIU) of non-cash rewards in Pakpattan district and conduct of ceremonies.
- Informational and motivational materials developed in support of presentations
School score cards updated for 2014 -15 (pdf files to be supplied by PMIU), printed and distributed in participating school of all six districts. i.e. Approx. **1200 (450 original pilot district & 750 adapted pilot district) treatment schools** out of total **1800 (600 original pilot district & 1200 adapted pilot district)**

- CVs and list of all the field staff engaged in the campaign
- Leaflet on schools leadership
- District ranking sheet and list of top ten schools in each district
- Draft Campaign report and Final Report including summary of improvement in each control and treatment group along with a comparison of improvement between the programme districts and other districts based upon PEC results.

- The report should also incorporate the following information
  - Scores across the experimental groups 2010-2015 (Original Pilot Districts)
  - Scores across the experimental groups 2013-2015 (Adapted Pilot Districts)
  - Cash bonuses for 2014-15
  - Bonus range 2010-2015

6. Timelines of the above activity is given below:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Milestone</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review of present mechanism and details</td>
<td>1 week</td>
</tr>
<tr>
<td>2</td>
<td>Inception Report-implementation plan</td>
<td>1-2 weeks</td>
</tr>
<tr>
<td>3</td>
<td>Campaign design, Communication to schools</td>
<td>2-3 weeks</td>
</tr>
<tr>
<td></td>
<td>Brochure design and production, Print the cards with the results (and other publicity materials) to be completed and Implement campaign</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Arrangements for meetings (including liaison with District official through PMIU) to be completed, District meetings to be concluded, distribution of score cards and non-cash rewards be completed and Report to be compiled for submission to PMIU</td>
<td>3-4 weeks</td>
</tr>
<tr>
<td>5</td>
<td>Disbursement of bonuses and non-cash rewards</td>
<td>5-6 weeks</td>
</tr>
<tr>
<td>5</td>
<td>Final Report</td>
<td>7-8 weeks</td>
</tr>
</tbody>
</table>

7. Risk management

7.1. The major factor affecting the timelines of the campaign is the requirement to disburse bonuses and rewards within the current financial year. However, the timeliness of the calculation of the Improvers’ results (which determine the bonus amount to each school) may be affected by the announcement of PEC results for 2015. This calculation is a complex task which in previous years has required further verification from World Bank. Once this has been done, further time is required for the printing of 1800 school score cards once the results are confirmed.
7.2. The Results Campaign cannot take place in the absence of the results. However, if the results calculation is complete and verified by the end of May. The campaign could go ahead as planned otherwise the campaign may be rescheduled accordingly.

7.3. The campaign schedule is presumed to be flexible in case of delays in exam results/school vacation or any other unforeseen incident the firm is supposed to adjust accordingly.

8. **Evaluation Criteria**

8.1 For this purpose, PMIU intends to hire the services of a firm which has proven relevant background and experience working with the government. Evaluation criteria for evaluating the Expression of Interest (EOI) would be as follows:

- Corporate Capacity (attach certificate of incorporation): Firms Experience: 2 scores for each year: 20 scores
- Detail of similar works/assignments already completed (please give complete detail as indicated below: 80 scores
  
  i. Name of each assignment completed, duration and cost involved 5 scores for each assignment of Rs 2.00 million and above: 20 scores
  
  ii. Experience in Result Campaigns in Public sector particularly in Education Sector, 10 scores for each assignment: 60 scores

9. **Selection Method**


9.3. A consulting firm may associate with other firms in the form of a joint venture or a sub consultancy to enhance their qualifications.

*******
Annex

Teachers’ Appreciation Day and Non – Cash Rewards for Pakpattan

1. The five schools showing the highest improvement scores will be appreciated at a School Appreciation Day function presided over by district education officials, and to which the media will be invited.
2. Shields will be presented to the ten schools showing the highest improvement scores, commemorating their achievement.
3. A pack of reference books (dictionaries, encyclopaedias, etc) will be awarded to the 20 most improved schools, and the teachers in those schools will all receive an Urdu-English dictionary.
4. A school stationery box containing pencils, pens, rulers, art supplies etc will be awarded to the next 10 most improved schools.
5. The success stories of some of the most improved schools will be documented in a leaflet, and circulated to other schools in the district.
6. All participating schools will receive a performance score card to display in their schools which clearly shows improvement compared with the previous year.