REQUEST FOR EXPRESSIONS OF INTEREST (REOI)
CONSULTANT'S QUALIFICATIONS BASED SELECTION (CQS)

HIRING OF CONSULTANT FIRM

FOR

THE ESTABLISHMENT OF DIGITAL CONTENT HUB

Programme Monitoring & Implementation Unit (PMIU)
Getting Result: Access and Delivery of Quality Education Services - System Transformation in Punjab
(GRADES-STP)
School Education Department, Govt. of the Punjab

November 2026

Terms of Reference (TOR)

Project:	Getting Result: Access and Delivery of Quality Education Services - System Transformation in Punjab (GRADES-STP) Project
Client:	PMIU, School Education Department (SED), Government of Punjab
Assignment:	Hiring of Consultant Firm for the Establishment of Digital Content HUB

1. BACKGROUND AND CONTEXT

PMIU-PESRP, Government of the Punjab, will establish a Digital Content Hub at the Punjab Education Curriculum, Training and Assessment Authority (PECTAA) under the GRADES-STP, to support teacher training and professional development.

A consulting firm will be engaged for eight months to assess needs, plan the hub, support its establishment, produce training videos and train PECTAA staff, so that PECTAA can run the hub on its own after handover. Beyond teacher training, the hub will serve as a shared resource for other GRADES-STP initiatives.

2. OBJECTIVES

The objective is to assess needs for, and establish, a Digital Content Hub at PECTAA. The hub should enable PECTAA to produce training videos and run live training sessions linked to its annual training plan. The hub will produce studio-recorded, 2D/3D animated and mixed-format videos, and recorded workshops, for teachers and education officials. The firm will also integrate the content hub with PECTAA's existing Learning Management System (LMS).

The assignment aims to:

i. **Assess and plan.** Assess needs and feasibility, and prepare a strategy and implementation plan for the hub.

This will include:

- identifying the equipment, software, infrastructure, and space needed to set up the Content Hub, with technical specifications and estimated costs; and
- identifying the human resources PECTAA needs to run the hub, including roles, numbers, and qualifications. The firm will also evaluate nominated existing PECTAA staff to identify individuals that might potentially be suitable for the operations of the content hub.

ii. **Set up.** Support the establishment of the studio and set up a standard production workflow. The firm will also be required to develop a set of SOPs for hub operations, develop training videos for existing and new staff, and manage the technical aspects of the studio for the length of the assignment.

iii. **Produce content.** Produce 60 training videos in eight (08) modules (Annex 1), including reusable templates.

iv. **Deliver training.** Support pre-service and in-service training for teachers, AEOs, head teachers and education officials in SED through the hub's recorded and live content, embedded in LMS.

v. **Build capacity.** Train the PECTAA team to operate the hub and provide them with on-the-job training while producing content. The firm will also train PECTAA staff on initiating and managing live sessions and on quick troubleshooting where required.

vi. **Hand over.** Prepare the hub for sustainable operation after handover. This will include a detailed operations, production and troubleshooting manual.

3. SCOPE OF WORK

The firm will carry out the work in two phases.

Phase 1: Needs Assessment and Planning

i. Consult PECTAA, PMIU and other relevant stakeholders. Review existing infrastructure, space, staff capacity and digital readiness, and check technical and operational feasibility.

ii. Determine the hub's requirements for:

   a. Studio, equipment, software and production workflow
   b. Storage: enough for the full content library, including raw footage and editing files, with room to grow
   c. Live streaming: Assess PECTAA's expected live training load, including the frequency and duration of sessions and the number of participants each session needs to reach, in line with its Annual Training Plan. Determine the bandwidth needed, and the number of recording and live-session set-ups required to run content production and live sessions in parallel. Recommend the most suitable and cost-effective delivery solution, with its estimated cost.

iii. Review PECTAA's Learning Management System (LMS), covering:
   a. Its administration, hosting and capacity for live and self-paced delivery
   b. PECTAA's access to upload content and track usage
   c. Requirements for integrating the hub with the LMS

iv. Prepare technical specifications and itemised cost estimates for:
   d. Equipment, software and licences
   e. The studio's space and supporting infrastructure (acoustic treatment, air-conditioning, backup power and internet etc.)

v. Identify the human resources PECTAA needs to run the hub, including roles, numbers and qualifications. Assess existing PECTAA staff nominated by PECTAA and recommend those suitable for hub roles.

vi. At inception, agree with PMIU how training content developed under GRADES-STP will be integrated with the hub and made available on the LMS, including in self-paced form. The firm is not responsible for producing that content.

vii. Ensure the requirements for the studio, equipment, storage, live-session set-ups and staffing also cover the hub's other uses under the PAD (parent messaging with PEGC and Component 4 communications).
viii. Prepare the strategy and an implementation plan with the sequencing of activities, and submit them for approval.

Phase 2: Hub Establishment, Content Production, Training and Handover

Hub establishment and staff training run in parallel. Training becomes hands-on once the studio is operational.

2.1 Set-up of the Digital Content Hub

i. Support PMIU and PECTAA in preparing the studio at a PECTAA facility, and oversee equipment installation, testing, and commissioning.

ii. Configure the software, tools and systems needed for production, and make the hub operational.

iii. Integrate the hub with PECTAA's LMS.

iv. Develop a Standard Production Workflow covering:
    a. Steps from content intake and approval through scripting, recording, editing, quality review, archiving and publishing
    b. Content and accessibility standards: Urdu, and regional languages where needed; captions for all content; sign language for Special Education Department (SpED) content; and file sizes and formats suited to mobile phones on mobile data
    c. Usage tracking: views and completions recorded through the LMS, to support PECTAA's reporting on Key Performance Indicators (KPI)

v. Develop Standard Operating Procedures (SOPs) for hub operations.

vi. Produce tutorial videos on hub operations for existing and new hub staff.

vii. Manage the technical operation of the studio for the duration of the assignment.

2.2 Content Production

i. Produce, jointly with PECTAA staff, 60 training videos in eight (08) modules (Annex 1):
    a. PECTAA and PMIU may adjust the split across modules at inception, within the total.
    b. Annex 1 gives the scope and indicative length of each video. The firm proposes the format (studio-recorded, 2D/3D animated or mixed), to be agreed at inception.
    c. Each module includes animated and studio-recorded content, Urdu captions, and a facilitator guide or self-paced activity on the LMS.
    d. The first modules serve as reusable templates for future in-house content.
    e. Videos are delivered in two batches (Deliverables 7(a) and 7(b)).
    f. Studio recording starts only after the studio is operational (Deliverable 6). Scripting, pre-production and animation may start earlier.

2.3 Training Delivery Support

i. Publish the produced content on the LMS for live, self-paced and blended learning.
ii. Provide technical support to PECTAA for pre-service and in-service training for teachers, AEOs, head teachers and education officials in SED, delivered through the hub's recorded and live content, in line with PECTAA's Annual Training Plan.

2.4 Capacity Building

i. Support PECTAA in finalising the dedicated hub team.

ii. Prepare training modules for hub staff, and deliver hands-on and on-the-job training during installation and content production, covering:
   a. Digital content development (video, modules, instructional design)
   b. Editing, publishing and content management
   c. Basic studio operations and maintenance
   d. Setting up and managing live sessions
   e. Basic troubleshooting

2.5 Handover

i. Prepare a detailed operations, production, and troubleshooting manual for the hub.
ii. Prepare a handover plan covering:
   a. Studio operations, editing, publishing, version control, and maintenance
   b. A costed annual operating budget (staff, maintenance, licences, internet bandwidth and live-streaming services, and equipment replacement) that PECTAA can submit to its Board to fund the hub from its own budget from Year 3

4. INSTITUTIONAL ARRANGEMENTS

- **Client, Reporting & Approvals:**
  - PMIU-PESRP is the client. It procures the firm and the equipment, manages the contract and makes payments. PECTAA is the beneficiary and leads technical oversight.
  - PECTAA will notify the technical committee set out in the Project Operations Manual (POM). The firm submits each deliverable to the committee through PECTAA, with copies to PMIU and the World Bank.
  - After the committee approves a deliverable, PECTAA forwards it to PMIU for payment.
- **PECTAA's Obligations:**
  - If posts are still vacant when the studio is commissioned, assign interim staff so that training is not delayed. The firm will extend training to permanent staff who join during the contract.
  - Provide and prepare the studio space and supporting infrastructure, and give the firm and the hub team the LMS access needed to upload and track content.
  - Set up the hub's management structure, with defined roles for content development, review and approval.
- **PMIU's Obligations:**

- Procure the studio equipment and software under the Procurement Plan, in time for the studio to be operational by Week 20.
- If equipment delivery is delayed, the completion dates and payments for Deliverables 6, 7(a), 7(b), 8 and 9 will be extended by the same period through a contract amendment. The firm will continue the work that does not depend on the equipment.
- Hire dedicated hub staff, starting recruitment on approval of Deliverable 3, so that the core team is in post before hands-on training begins.

5. SCHEDULE OF DELIVERABLES & PAYMENTS

The assignment will last eight (08) months from contract signing. Deliverables and payments are as follows:

Sr. No.	Deliverable	Timeline (Completion)	Payment
D1	Inception Report (including work plan)	Week 1	**25%**
D2	Needs & Feasibility Assessment Report (equipment & HR list)	Week 4	
D3	Digital Content Hub Strategy & Implementation Plan (including Equipment Deployment Plan)	Week 6	
D4	Standard Production Workflow Documentation & SOPs	Week 8	**25%**
D5	Capacity Building Plan & Training Materials	Week 12	
D6	Support to establishment and configuration of the studio (operational Digital Content Hub)	Week 20	**25%**
D7(a)	First batch of training videos (Modules 1-3 as per Annex 1, including the template modules). This will also include hands-on training of Content Hub/PECTAA staff on the development of these videos.	Week 24	
D8	Training completion report for training of PECTAA staff	Week 25	
D7(b)	Remaining training videos (Modules 4-8 as per Annex 1, 38 videos)	Week 30	**25%**
D9	Sustainability & Handover Plan and Final Completion & Handover Report	Week 32	

Note: Deliverables are listed in order of completion. Payment is made in four equal payments of 25%, each released after the technical committee approves all deliverables in that group (Section 4). The final payment is released after handover (Deliverable 9).

6. Experience and Qualification of Firm

The firm must demonstrate:

- Registered firm or organization in Pakistan
- Minimum five (05) years of experience in digital content production or multimedia development
- Experience in establishing or running a digital studio, content hub, or similar media facility
- Experience in instructional design, capacity building, and digital training
- Experience with the public or development sector in Pakistan

Note: The firm must provide documentary evidence, such as contracts/agreements, to prove the above-mentioned experience.

Key Technical Team Requirements

The firm will propose a team that includes at least the following key experts (or equivalent):

Key expert	Minimum qualifications and experience	Key responsibilities
Team Lead / Project Manager	Master's degree in the category of Business Education or Social Sciences as notified by HEC; minimum 8 years' overall relevant experience in education projects.	Overall management and quality assurance of the assignment; main point of contact with PECTAA, PMIU and the technical committee; leads the needs assessment and strategy.
Learning Content Specialist (Instructional Design & Multimedia)	Master's degree in the category of Business Education or Social Sciences as notified by HEC; minimum 5 years' experience in instructional design, developing LMS systems, and educational scripting	Instructional design of the modules; works with PECTAA subject specialists on learning objectives and scripts; develops facilitator guides and self-paced activities.
Digital Content / Multimedia Specialist	Bachelor's degree in the category of Business Education or Social Sciences as notified by HEC; minimum 5 years' experience in digital content, multimedia and video production, and animation.	Leads animation, graphics and reusable visual templates; applies the content, accessibility and mobile standards.
Video Production Specialist (Studio Lead)	Bachelor's degree in the category of Social Sciences, Arts & Humanities, and Business Education as notified by HEC; minimum 5 years' experience in studio setup/camera operations and recording.	Advises on studio layout and supporting infrastructure; oversees installation, testing and commissioning; leads recording and live-session operations; trains hub staff in studio operations.

Key expert	Minimum qualifications and experience	Key responsibilities
Video Editor / Post-Production Specialist	Bachelor's degree in the category of Social Sciences, Arts & Humanities, and Business Education as notified by HEC; minimum 5 years' experience in video editing, graphics, and post-production workflows.	Editing, captioning and quality review; sets up archiving and version control; trains hub staff in post-production.
IT / Systems Specialist	Bachelor's degree in IT/Computer Science or a relevant field; minimum 7 years' experience in systems configuration, LMS/platform integration, and digital infrastructure.	Prepares equipment, software and infrastructure specifications; configures systems, storage and live streaming; LMS integration and usage tracking; trains hub staff in system administration and maintenance.
Capacity Building / Training Specialist	Master's in degree in the category of Business Education or Social Sciences as notified by HEC; minimum 7 years' experience in training design and delivery, preferably in education or public-sector contexts.	Designs the capacity-building plan and materials; leads hands-on training; assesses staff competencies; prepares the training completion report.

The firm will state the level of effort (staff-months) and period of engagement for each key expert in its proposal. It may add support staff (for example scriptwriters, animators, subject specialists and sign language interpreters) to deliver Annex 1 on time and to quality. Joint ventures and consortiums are allowed.

7. SELECTION METHOD

The firm will be selected by the Consultant's Qualification-Based Selection (CQS) method under the World Bank Procurement Regulations for IPF Borrowers (February 2025), and the World Bank's Anti-Corruption Guidelines (October 15, 2006, revised January 2011 and July 2016) will apply. The selected firm, its affiliates, and any joint venture or consortium members shall not, directly or indirectly, supply any goods or equipment for which the firm prepared the specifications, and shall be ineligible to participate in any related procurement. Any breach of this provision shall constitute a conflict of interest and may result in termination of the contract and disqualification from the related procurement.

8. OWNERSHIP AND INTELLECTUAL PROPERTY

PECTAA, School Education Department, Government of the Punjab, will own and hold the copyright to all content, systems and materials produced under this assignment, including raw

footage, editing project files, scripts and source graphics. All software licences will be registered in PECTAA's name.

ANNEX 1: TRAINING VIDEOS TO BE PRODUCED BY THE FIRM

The firm will produce an indicative 60 videos in eight (08) modules, drawn from PECTAA's first-year training priorities. PECTAA and PMIU may adjust the split across modules at inception, within this total. Lengths are indicative; the firm proposes the format. Content produced under other GRADES-STP contracts, including the GRSM, the multigrade, targeted instruction and formative assessment modules, the TLM and CPD programme, and the animated series, is excluded.

Sr. No.	Module	What one video covers	Indicative length	No. of videos
1.	Early Childhood Care and Education (ECCE)	Classroom demonstration of one play-based or early learning practice	8 to 12 min	**8**
2.	Instructional leadership	Lesson segment for school heads on one instructional leadership practice	10 to 15 min	**4**
3.	Promotion-linked trainings	Lecture-style lesson on one topic within the five promotion training areas	10 to 15 min	**10**
4.	Mental health and wellbeing	Lesson segment built around one classroom or school scenario	8 to 12 min	**4**
5.	Curriculum and textbook introductory videos	Introductory explainer of the curriculum and textbook for one subject	5 to 8 min	**22**
6.	AI and digital literacy	Screen-based demonstration of one digital tool or skill	5 to 10 min	**6**
7.	Global citizenship	Lesson segment on one theme, with classroom application	8 to 12 min	**3**
8.	Inclusive education (including non-formal education settings)	Demonstration of one inclusive classroom strategy, applicable in formal and non-formal settings	8 to 12 min	**3**
	Total			**60**