Attachment: Terms of Reference (TOR)

Project:	Getting Results: Access and Delivery of quality Education Services in Punjab (GRADES-P)
Client:	Programme Monitoring & Implementation Unit (PMIU), School Education Department (SED), Government of Punjab

1. Background and Introduction

The School Education Department (SED), Government of the Punjab, provides Non-Salary Budget (NSB) to public schools to meet their day-to-day operational needs such as utilities, minor repairs, stationery, cleanliness and other school-level expenses. The NSB is released by SED to the District Education Authorities (DEAs) through the Chief Executive Officers (CEOs), who further distribute it among the schools of their district. School-wise allocation is worked out through a defined criteria / formula (e.g. enrolment, number of classrooms, school level and other approved parameters). At present, the tracking of NSB allocation, release and utilization is largely manual, which makes it difficult to monitor in real time how much has been allocated and released, how much has been spent, on what, and whether the spending is supported by receipts. To address this, PMIU-PESRP intends to develop a Digital Fund Utilization Tracking Module (the Module).

The Module will be embedded in the existing School Information System (SIS), where schools will record their spending, and the Integrated Management Information System (IMIS), where managers will monitor allocations, releases and utilization through dashboards. PMIU-PESRP intends to hire a software development firm for the design, development, deployment and integration of the Module. The Data Centre, PMIU-PESRP, will act as the technical focal unit, responsible for coordination, review of technical deliverables, hosting and integration with SIS and IMIS. DEAs/CEOs, District Accounts Officers, school heads and school councils will be the key field-level partners and end users. The Module will be deployed across all districts of Punjab and will cover all public schools receiving NSB. Development work may be carried out from the Firm's own premises; however, the Firm's team shall be available at the PMIU-PESRP office in Lahore for meetings, reviews, testing and deployment as and when required. The Module will first be piloted in a limited number of districts before province-wide roll-out.

The Module is required for the achievement of Trigger 2 under the GRADES-STP Project, which is to be independently verified before June 2027. The scope of this assignment is therefore limited to what Trigger 2 requires: (i) releases of funds to schools; (ii) school spending recorded with receipts in SIS; and (iii) dashboards in SIS. Schools will record their spending directly, and spending will be reviewed afterwards, consistent with the higher school council spending limit under the same trigger.

2. Objectives of the Assignment

The overall objective is to develop a simple, secure, and user-friendly digital system that records NSB allocations and school-level spending with receipts, and makes this information available to managers through dashboards, as required for Trigger 2.

Specific Objectives

- Calculate and record school-wise NSB allocations through a configurable criteria / formula, with carry-forward of the unspent balance as the opening balance at the start of each fiscal year.

- Record releases of NSB from SED to DEAs and from DEAs to schools, with acknowledgment of receipt by each school in SIS.
- Enable schools to record each expenditure directly in the relevant module of SIS, within the applicable school council spending limits.
- Enable district officials to review recorded spending afterwards, without prior approval of individual expenses.
- Provide dashboards and reports in SIS showing allocation, release, spending and balance at province, district and school level.
- Build the capacity of master trainers and the Client's technical team to use and maintain the system.

3. Scope of Services

The Firm will be responsible for requirement gathering, design, development, testing, deployment, integration, training, documentation and post-deployment support of the Module. The Module will be web-based, with school-level screens embedded in SIS and dashboards and reports in SIS, using APIs to exchange data with the existing systems. The Firm will work closely with the Data Centre and will follow the Client's standards for technology, security and hosting. The Module shall be designed so that later-phase features can be added without redesign.

1. Requirement Analysis and System Design

– Study the existing NSB allocation, release and utilization process, including the allocation formula, heads of expenditure, school council spending limits and relevant financial rules.
– Hold consultative sessions with relevant staff of SED, Data Centre, selected DEAs/CEOs, school heads and school council members.
– Prepare the Software Requirement Specification (SRS), system design, database design and API / integration specifications for SIS and IMIS.
– Prepare clickable UI/UX prototypes of the SIS screens and SIS dashboard for Client review and approval.

2. Allocations

– Fiscal year setup, with automatic carry-forward of the previous year's closing balance as opening balance (with provision for manual adjustment by authorized users, with reason).
– Configurable allocation formula / criteria, editable by authorized users without code changes.
– Automatic calculation of school-wise allocations for each district.
– Management of heads of account / expenditure categories as defined by the Client.

3. Releases

– Recording of releases from SED to DEAs and from DEAs to schools, with date, amount, instalment and bank transaction reference.
– Upload of release orders / sanction letters.
– Acknowledgement of receipt of funds by the school in SIS.

4. School Spending in SIS

– Direct recording of each expenditure by the school (school head) against the head of account, with vendor, amount, date and description.

- Mandatory upload of the receipt, invoice or cash memo for each expenditure (photo or scan).
- Automatic school-level cash book showing opening balance, funds received, expenditure and closing balance.

5. Review of Recorded Spending

- Review of recorded spending afterwards by district officials (e.g. AEO / DEO, CEO), on a sample or exception basis, without holding up the school's spending.
- Automatic flags for review, such as missing receipts or expenses above the configured limits.

6. Dashboards and Reports in SIS

- Dashboards at province, district and school level showing allocation, release, expenditure, utilization percentage, balance and the share of spending supported by receipts.
- Standard reports (school cash book, head-wise expenditure, district summary, review status) exportable to Excel and PDF.

7. Integration with SIS and IMIS

- Embed the school-level screens in SIS, using SIS school master data and user login (no separate login for users).
- Provide the dashboards in IMIS and reports in SIS for SED, DEAs and other managers.
- Develop secure, documented APIs for data exchange, based on the integration details provided by the Client.

8. Security, Testing and Deployment

- Role-based access control and a complete audit trail of all entries, edits and reviews.
- Unit, integration and performance testing, followed by User Acceptance Testing (UAT) with the Client.
- Fixing of vulnerabilities identified through security testing conducted by the Firm or the Client.
- Deployment on the Client's hosting infrastructure at the Data Centre, including a pilot in selected districts followed by province-wide roll-out.

9. Training, Documentation and Handover

- Training of master trainers and the Client's technical team.
- Digital user guide (English and Urdu for master trainers and district offices)
- Handover of complete source code, database scripts, and all related material to the Client.

10. Post-Deployment Support

- Post-deployment support for twelve (12) weeks after province-wide go-live including bug fixing, minor adjustments and helpdesk support for the Client's technical team.
- Monthly support reports showing issues received, resolved and pending, submitted by the 5th of each month following go-live, and a Project Completion Report at the end of the support period.

4. Duration

The total duration of the assignment will be for six (6) months from the date of contract signing: twelve (12) weeks for design, development, testing, integration, pilot and province-wide roll-

out, followed by twelve (12) weeks of post-deployment support. The Module shall be fully operational across Punjab within twelve (12) weeks of contract signing.

5. Deliverable Timelines

The Firm shall submit the following deliverables. Each deliverable will be reviewed and approved by the Client before it is considered complete.

No.	Deliverable	Timeline
D-1	Inception Report (methodology, work plan and team deployment)	Within 1 week of contract signing
D-2	Software Requirement Specification (SRS), System Design and Integration / API Specifications	Within 2 weeks of contract signing
D-3	UI/UX Prototypes (SIS screens and IMIS dashboards)	Within 4 weeks of contract signing
D-4	Release 1: Allocations and Releases (fiscal year setup, allocation formula, school-wise allocations, release recording and school acknowledgement in SIS)	Within 7 weeks of contract signing
D-5	Release 2: School Spending with Receipts in SIS, Review of Recorded Spending, and IMIS Dashboards and Reports	Within 9 weeks of contract signing
D-6	UAT, Security Testing and Pilot Deployment Report (selected districts)	Within 11 weeks of contract signing
D-7	Province-wide Go-Live, Training of Master Trainers and User Manuals (soft and printed copies)	Within 12 weeks of contract signing
D-8	Handover of Source Code, Database Scripts and Technical Documentation	At the time of go-live
D-9	Monthly Progress Reports (during development)	By the 5th of each following month
D-10	Monthly Support Reports (during post-deployment support)	By the 5th of each month following go-live
D-11	Project Completion Report	By the 5th of the month following the end of the support period

Payment Terms

The contract will be paid as a lump sum against the approved deliverables below.

Linked deliverable(s)	% of lump-sum price
D-1, D-2	20%
D-3 to D-6	50%
D-7 to D-11	30%
	100%

6. Role of Client

The PMIU and Data Centre will be responsible for facilitating the Firm by:

- Nominating a focal person and providing access to relevant officials, DEAs and schools.
- Sharing the NSB allocation criteria / formula, heads of account, financial rules and sample bank statements.
- Providing API and IMIS access, technical documentation and test environments of SIS.
- Providing hosting infrastructure (servers, storage, database) at the Data Centre.
- Participating in UAT, arranging pilot districts and training participants, and arranging the training of field staff and other end users through the master trainers.
- Reviewing and approving submitted deliverables in a timely manner.
- Offering feedback for quality assurance throughout the assignment.

7. Professional Liability of Consultant

The Firm shall be liable for ensuring the confidentiality, accuracy, security, and integrity of the system and all data handled during the assignment. The Firm must:

- Treat all data, documents, and information as confidential, and not disclose any information without written approval from the Client.
- Do not copy, retain, or use any Government data outside the assignment, and do not use live data in its own environments without approval.
- Follow the Client's IT, data security, and cybersecurity guidelines, and fix any security vulnerabilities identified during the contract period at no additional cost.
- Transfer full ownership of the source code, database, documentation, and all intellectual property developed under this assignment to Client.
- Not introduce any proprietary component, license, or dependency that locks the Client to the Firm without the Client's prior approval.
- Rectify, free of cost, any defects or bugs reported during the development and support periods.
- Adhere strictly to professional and ethical standards throughout the assignment.

8. Experience & Qualification of Firm

Sr. No.	Criteria
1	**Eligibility**
1.1	The firm must provide the documentary evidence for the following: • Legal status: Registered firm or organization under applicable Pakistani law with valid registration documents • Average Annual Turnover of the firm should be at least Rs. 50 million for the last 3 years (to be verified by financial statements of the firm) • Not blacklisted, debarred or suspended by the World Bank, supported by an affidavit on stamp paper.

2	**Overall Experience:**
2.1	Minimum of ten (10) years of experience in providing IT services / software development involving the design, development, and implementation of financial management, budgeting, fund-tracking, or expenditure-monitoring information systems, and integration of new modules with existing information systems
3	**Technical and Managerial Capacity:** The technical and managerial structure of the firm (only the structure of the organization and general qualifications are indicated). CVs are not required for shortlisting.

The firm should propose a multidisciplinary team with demonstrated relevant experience. The minimum positions and indicative inputs are given below; inputs are in person-months (PM) and the Firm may propose adjustments with justification.

Key Experts:

Position	No.	Qualification	Experience	Key Responsibilities	Input (PM)
Project Manager / Team Lead	1	Bachelor's (16 years) in Computer Science / IT / Software Engineering / Management Sciences	At least 8 years in software projects, including 3 years leading a team	Overall management, planning, reporting and client coordination	6
Senior Developer / Solution Architect	1	Bachelor's (16 years) in Computer Science / IT / Software Engineering	At least 5 years in web application development and API integration	System design, database design, integration with SIS and IMIS	6
Web / Full-Stack Developer	2	Bachelor's (16 years) in Computer Science / IT / Software Engineering	At least 3 years in web application development	Development of SIS screens, IMIS dashboards and reports	12 (6 each)
Business Analyst (Finance)	1	Bachelor's in Commerce / Accounting / Finance / Business Administration	At least 3 years in business analysis or accounting / financial systems (public sector preferred)	Requirement gathering, allocation formula, finance rules, review logic, UAT support	4
QA / Test Engineer	1	Bachelor's (16 years) in Computer Science / IT / Software Engineering	At least 3 years in software testing	Test planning, testing, bug tracking and quality assurance	6

9. Selection Method

A Consulting firm will be selected in accordance with the Consultant Qualification Selection (CQS) method set out in the World Bank's Procurement Regulations for Borrowers for Consulting Services dated September 2023 (Procurement Regulations). The Project will be subject to the World Bank's Anticorruption Guidelines, dated October 15, 2006, revised in January 2011 and July 2016.