TERMS OF REFERENCE (TORs)
Project Implementation Unit Staff

1. Program Manager

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank. The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity.

Objectives

The Program Manager is the team lead for project implementation, planning and cross sectoral coordination within the project. Provide overall leadership, coordination, and strategic oversight of the Project Implementation Unit (PIU) and ensure achievement of project outcomes, outputs, and disbursement-linked indicators (DLIs).

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

i. Leading and managing the PIU and its technical and administrative staff;
ii. Overseeing the planning, coordination, and execution of all project activities across outputs and DLIs;
iii. Ensuring compliance with the ADB-supported RBL framework, including timely disbursement-linked results and deliverables
iv. Coordinating with SED departments, PECTAA, SMCs, PEF, PIEMA, SMU and development partners
v. Leading the preparation of periodic reports, verification protocols, project progress reviews, and ADB reporting requirements
vi. Supporting procurement processes and ensuring compliance with relevant government and ADB procedures
vii. Ensuring establishment and functioning of monitoring and evaluation systems
viii. Managing risks, bottlenecks, and change requests, and providing high-level strategic leadership to ensure program success
ix. Assist 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.
x. Perform any other task required for the successful implementation of the program, as assigned by the management.

Qualification

- At least, Master's degree or equivalent (sixteen (16) years of education) in Development Studies/ Business Administration/ Public Policy/ Social Policy/ Social Sciences /Economic Development/ Public Administration / B.Sc. Engineering or relevant discipline, from a foreign or local university, duly recognized by the Higher Education Commission (HEC) of Pakistan.
- Project Management Professional (PMP) or any other relevant certification/ training, shall be accorded due weightage.

Experience

- At least fifteen (15) years of documented verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations, preferably in social sector including a minimum of 5 years of experience working in Foreign-Aided Development Projects in a similar role.
- Due weightage shall be accorded to familiarity with government structures, operations, and procedures.

2. Procurement and Contract Management Specialist

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank . The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity.

Objectives

The Procurement and Contract Management Specialist will provide technical guidance and oversight for all procurement and contract management activities under the project. The specialist will ensure compliance with Government of Punjab procurement policies, manage the preparation and execution of procurement plans, bidding documents, and contracts for goods, works, and consulting services, and support capacity-building of PIU staff. The role aims to ensure timely and transparent procurement processes, mitigate risks, and contribute to the achievement of project outputs and disbursement-linked indicators (DLIs). Procurement and Contract Management Specialist will report to Program manager.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

The Procurement and Contract Management Specialist will be responsible for:

i. Assisting PIU on developing and updating its internal Operational Manual (if necessary) to streamline the procurement process under this RBL Program;
ii. Advise the GoPB and PIU on all matters and issues related to the procurement management of the RBL program, including but not limited to the following:
    - developing and managing the procurement plan for the RBL Program;
    - developing the bidding documents or request for proposals for consulting services following the government standard procurement documents;
    - assisting PIU on the carrying out procurement of teaching and simulation equipment, digital infrastructure, and furnishings; the selection of consulting services; and other procurement as required under this RBL Program;
    - assisting PIU on the procurement record keeping, as necessary;
    - assisting PIU on handling procurement-related complaint;
iii. Assist PIU in issuing the regular Procurement Monitoring Report (PMR) or also referred to as "Procurement Performance Report" as required under this RBL Program;
iv. Coordinate with other PIU staff and consultant as necessary;
v. Manage the work of the Procurement Assistant;
vi. Participate in the ADB missions and meetings and prepare necessary documents, reports, and statement; and
vii. Compliance matrices and audit follow-up reports; and
viii. Any other task assigned by the management

Qualification

- At least, Master's degree or equivalent (sixteen (16) years of education) in Procurement, Engineering, Project Management, Business Administration, International Development, or a related field;

Experience

- At least 7 years of procurement experience, with a minimum of 3 years on ADB or World Bank-financed programs or donor funded programs;
- Proven experience in managing procurement of large infrastructure projects, IT systems, and consulting services;
- Complete knowledge of Punajb's PPRA Rules,
- Excellent drafting, negotiation, and communication skills; and
- Proficient in MS Office and project management software; experience with ADB's Procurement Review System (PRS) is an asset.

3. Financial Management Specialist

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank . The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity.

Objectives

The Financial Management Specialist will lead the financial planning, management, and reporting of the project to ensure transparency, accountability, and compliance with Punjab Government financial procedures. The specialist will oversee budgeting, fund flow, disbursement requests, and audit processes, develop internal control mechanisms, and build the capacity of PIU and SED finance staff, ensuring efficient utilization of project resources and timely achievement of disbursement-linked indicators (DLIs). Financial Management Specialist will report to Program manager.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:
The Financial Management Specialist will be responsible for:

i. Leading the preparation of annual budgets, multi-year forecasts, and financial work plans aligned with disbursement-linked indicators (DLIs) and program priorities.
ii. Managing the end-to-end financial cycle, including fund flow, disbursement requests, payment processing, and bank reconciliations.
iii. Ensuring compliance with ADB financial management requirements, including maintenance of program accounts and submission of withdrawal applications.
iv. Coordinating with ADB on financial reporting, fund utilization, and audits.
v. Preparing quarterly and annual financial statements in line with national public finance rules and ADB reporting standards.
vi. Developing internal control mechanisms and financial monitoring tools to safeguard program funds.
vii. Supporting external audit processes by facilitating documentation, responses, and timely closure of audit findings.
viii. Reviewing financial aspects of procurement and contract management, including payment certifications and expenditure tracking.
ix. Building the capacity of PIU on RBL financial procedures and tools.
xi. Develop annual and quarterly program budgets and fund flow forecasts;
xii. Develop timely submission of withdrawal applications and disbursement tracking reports;
xiii. Prepare monthly, quarterly, and annual financial statements and utilization reports;
xiv. Compliance matrices and audit follow-up reports; and
xv. Conduct financial training materials and session reports for SED and PIU staff.
xvi. Any other task assigned by the management

Qualification

- At least, Master's degree or equivalent (sixteen (16) years of education) in Accounting, Finance, Public Financial Management, or related field;
- Professional certification such as CA, ACCA, CPA, ACMA or equivalent preferred;

Experience

- Minimum 7 years of experience in public financial management, with at least 3 years working on donor-financed projects, preferably ADB or World Bank-supported;
- In-depth knowledge of government budgeting, fund flow, and accounting systems in Punjab;
- Strong skills in using accounting and financial software and tools, including Excel and ERP platforms.

4. Capacity Development Specialist

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank . The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity.

Objectives

The Capacity Development Specialist is responsible for strengthening the skills, knowledge, and institutional capacities of project stakeholders, including teachers, school leaders, and School Management Committees (SMCs). The specialist supports the design, delivery, and monitoring of training programs, ensures alignment with project objectives, and promotes gender-responsive, inclusive, and climate-aware pedagogy. By coordinating with relevant education authorities and partners, the Capacity Development Specialist enhances the effectiveness of capacity-building initiatives, contributes to leadership development programs, and ensures that training outcomes support the achievement of project results and disbursement-linked indicators (DLIs). Capacity Development Manager will report to Program Manager.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

i. Reviewing existing PECTAA training manuals for all science and IT subjects and identify gaps and areas for enhancement
ii. Support PECTAA in the development of annual training plans for teachers, head teachers and SMCs in line with program targets
iii. Oversee the review and update of existing PECTAA training manuals to ensure gender responsive and inclusive pedagogy and materials.
iv. Monitor PECTAA's teacher training in STEM, inclusivity, and gender sensitivity in program supported schools. Provide guidance to strengthen training delivery.
v. Ensure climate change awareness, knowledge and green skills is embedded in teachers, school leaders and SMCs trainings.
vi. Establish STEM and green skills initiatives in schools including STEM clubs, boot camps, competitions, and mentorship programs in coordination with PECTAA.
vii. Support PECTAA in the implementation of a specialized leadership diploma program for 100 female school leaders piloted in selected program supported schools.
viii. Assist PECTAA in development of a Leadership and Management Program with requisite training and guiding materials on managing schools and pedagogical leadership
ix. Guide the capacity building of SMCs via PECTTA training to overcome cultural barriers, promote girls' STEM education, and support the implementation of community outreach campaigns to encourage girls' STEM education and activities in program-supported schools.
x. Develop annual training plans and implementation progress reports.
xi. Develop and maintain database of all trainees and monitoring reports.
xii. Develop guidelines and SOPs for training procedures.
xiii. Develop periodic monitoring reports on STEM initiatives implemented in program supported schools
xiv. Any other task assigned by the management

Qualification

- At least, Master's degree or equivalent (sixteen (16) years of education) in Education, Development Studies, Social Sciences, Management or related field.
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Experience

- At least Seven (07) years of documented verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations, preferably in education including a minimum of 3 years of experience working in Foreign-Aided Development Projects in a similar role.
- Proven ability to coordinate across institutions, maintain training records, and ensure follow-up compliance.
- Experience working on donor-funded education projects will be an advantage
- Due weightage shall be accorded to familiarity with government structures, operations, and procedures.

5. IT Specialist

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank . The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity.

Objectives

The IT Specialist will support the effective implementation of the Responsive, Ready and Resilient STEM Secondary Education in Punjab programme by designing, integrating, and operationalizing robust digital systems for monitoring, reporting, and decision-making. The role aims to ensure seamless integration of DLI indicators into existing education management systems, strengthen inter-institutional data sharing, and develop user-centric digital platforms to track program implementation, particularly STEM infrastructure and laboratories. By ensuring data quality, system interoperability, cybersecurity compliance, and capacity building of government stakeholders, the IT Specialist will enhance evidence-based planning, transparency, and timely achievement of program results. The IT Specialist will report to Program Manager.

Scope of functions

The IT Specialist will be responsible for:

i. Lead integration of applicable DLI's indicators in the School Information System (SIS) and PMIU monthly school monitoring applications in coordination with PMIU IT team.
ii. Lead integration and establish data sharing mechanisms with BISE, PECTAA, DEAs, PEF/PEIMA and MEAs for applicable DLI and DMF indicators. Build capacity of institutions to accurately collect and input data on specified indicators as per DLI verification protocols.
iii. Leading the development, implementation, and integration (with SIS) of digital platforms including STEM Laboratory Monitoring App. Train MEA or DEA staff on utilizing this app for monitoring STEM Lab construction or renovation.
iv. Develop program monitoring dashboard(s) in close coordination with M&E Expert and PIU team.
v. Preparing technical specifications and standards for digital infrastructure procurement and rollout.
vi. Ensuring that all digital tools are user- centric, scalable, gender-sensitive, and interoperable with existing systems under PMIU/SED.
vii. Supporting capacity building for digital literacy and ICT usage among program school faculty, DEA and MEA monitoring personnel.
viii. Coordinating with vendors and service providers for platform customization, deployment, and maintenance.
ix. Ensuring compliance with data security, privacy protocols, and relevant government ICT policies.
x. Any other task assigned by the management

Qualification

- At least, Master's degree or equivalent (sixteen (16) years of education) in Computer Science, Information Systems, ICT for Development, or a related field. Professional development certifications in ICT/digital technologies will be considered. A postgraduate degree would be advantageous.

Experience

- Minimum 5 years of experience in digital systems design and deployment, preferably in the education or social sectors.
- Experience with MIS and institutional digital transformation.
- Familiarity with School Education Department data systems.

6. Administration Officer

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank . The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity.

Objectives

Administration Officer will manage the day-to-day administrative and logistical operations of the Project Implementation Unit (PIU), ensuring smooth functioning of the office and support for all project activities. The officer will oversee office facilities, supplies, staff travel, and HR records, supervise support staff, and provide timely administrative assistance to the Program Manager and technical teams. This role will ensure efficient coordination within the PIU and with external stakeholders, enabling the effective implementation and monitoring of project objectives.

Scope of functions

The Administration Officer will be responsible for:

i. Managing office logistics including facility setup, utilities, supplies, and maintenance;
ii. Coordinating staff travel, meeting arrangements, and communications with stakeholders;
iii. Maintaining HR records for PIU staff including attendance, leave, contracts, and appraisals;
iv. Supporting procurement and inventory management of office equipment and assets;
v. Managing incoming and outgoing official correspondence and records;
vi. Supervising support staff (General Assistant and Office Boy) and ensuring smooth day-to-day operations; and
vii. Assisting the Program Manager and other technical staff with documentation, reporting, and filing.
viii. Monthly administrative and logistics status reports;
ix. Updated HR and personnel records;
x. Meeting and travel schedules for PIU team;
xi. Supervision records for office support staff; and
xii. Asset and supplies inventory tracking.
xiii. Any other task assigned by the management

Qualification

- Bachelor's degree in Business Administration, Public Administration, or related field;

Experience

- At least 3 years of experience in office or project administration in a government or donor-funded program;
- Familiarity with administrative rules of the Government of Punjab and/or ADB projects is desirable;
- Strong organizational, coordination, and interpersonal skills; and
- Proficiency in MS Office Suite and office communication tools.

7. Procurement Assistant

Background

The Government of Punjab (GoPb) is implementing the "Responsive, Ready and Resilient STEM Secondary Education in Punjab" programme with support from the Asian Development Bank . The program aims to strengthen institutional capacity, modernize teaching and learning processes, integrate STEM, green skills, and digital technologies, and improve school infrastructure while ensuring inclusivity and gender equity. Procurement Assistant will report to Procurement and Contract Management Specialist.

Objectives

The Procurement Assistant will support the Procurement and Contract Management Specialist in all procurement and contract management activities under the project. The role includes assisting with procurement planning, preparation of bidding documents, contract administration, record keeping, and reporting. The Procurement Assistant will ensure smooth and timely execution of procurement processes, maintain compliance with World Bank guidelines, and contribute to the achievement of project outputs and disbursement-linked indicators (DLIs). Financial Management Specialist will report to Program manager

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

i. Assist PIU Procurement & Contract Management Specialist on developing and updating its internal Operational Manual (if necessary) to streamline the procurement process under this RBL Program;
ii. As instructed and supervised by the PIU Procurement and Contract Management Specialist, perform tasks related to the procurement management of the RBL program, including but not limited to the following:
    - developing and managing the procurement plan for the RBL Program;
    - developing the bidding documents or request for proposals for consulting services following the government standard procurement documents;
    - assisting PIU on the carrying out procurement of teaching and simulation equipment, digital infrastructure, and furnishings; the selection of consulting services; and other procurement as required under this RBL Program;
    - assisting PIU on the procurement record keeping, as necessary;
    - assisting PIU on handling procurement-related complaint;
iii. Provide the necessary support for the delivery of procurement technical guidance, training and capacity development as necessary;
iv. Assist PIU in issuing and maintaining the regular Procurement Monitoring Report (PMR) or also referred to as "Procurement Performance Report" as required under this RBL Program;
v. Coordinate with other PIU staff and consultants as necessary;
vi. Participate in the ADB missions and meetings and prepare necessary documents, reports, and statement; and
vii. Any other task assigned by the management

Qualification

- At least, Master's degree or equivalent (sixteen (16) years of education) in any related field.

Experience

- Work experience for at least 3 (three) years in public procurement in Punjab;
- Experience of working in donor-funded projects in Pakistan will be preferred;
- Experience with software programs, particularly MS Office; and
- Good communication skills in English.
- Complete knowledge of EPADS