

# Terms of Reference of Accounts & Finance Manager

## Background

The Government of the Punjab developed the Education Sector Plan in 2019 and for the implementation of this plan, a grant was provided by the Global Partnership for Education (GPE). This grant is being implemented under the 'Transformation in Access, Learning, Equity and Education Management (TALEEM)' Programme with the assistance of UNICEF as Grant Agent. The Taleem Programme will focus on key thematic areas across the education sector. Under the programme, PMIU-PESRP is the project Secretariat and a Taleem Cell is established at PMIU- PESRP to implement the activities. Given the diverse areas of implementation of the programme, a robust Monitoring & Evaluation framework is required to ensure quality of service delivery and to maintain the timelines and enable smooth implementation of the programme. For this, an Accounts and Finance Manager is required to lead the implementation of financial management under TALEEM.

### **TERMS OF REFERENCE**

He/She will work in close coordination with the component managers and will report to Manager-Strategic Planning and Coordination. Responsibilities will include management of all activities related to financial management of funds and ensure timely release of funds under the project.

## Scope of Functions

1. To understand the financial management requirements of TALEEM program
2. Provide financial management services for TALEEM and develop a financial/implementation plan
3. Responsible for all financial matters including account openings, financial reporting and transactions, and operations.
4. Establish a mechanism ensuring strengthening of budget transparency and accessibility at all levels.
5. Provide technical inputs on financial management to PMIU/SED, as and when required.
6. Responsible for recording of all transactions timely and accurately in the books of accounts and ensure that no expenditure remains unaccounted.
7. Ensure maintenance of cash registers, books of accounts and records in appropriate order and format to meet the government and donors' requirements and to facilitate classification and analysis of the financial information for monitoring the project progress.
8. Prepare and process withdrawal application in accordance with the agreed upon disbursement guidelines.
9. Track funds and follow up with relevant bank and external funding agencies to ensure timely credit of funds into the project's assignment account.
10. Process payments from the Designated Assignment Account as per Government applicable Rules and procedures.
11. Review existing funds flow reports (e.g. PIFRA), augmenting where required with district-level work,

and reconcile with the government accounting office, and identify specific budget execution improvements.

12. Preparation of guidelines and training materials on improved flow of funds
13. Prepare Interim Unaudited Financial Reports (IUFRs) as per prescribed formats and timelines.
14. Prepare Annual Financial Statements.
15. Liaise with the Finance Department and Planning and Development Department for budget and release issues.
16. Coordinate with other TALEEM implementing entities with respect to budgeting, accounting and reporting issues, as required.
17. Coordinate and liaise with the grant agency and implementing entities for provision of information in the manner they require.
18. Provide support to internal/external auditors by facilitating in the provision of information required to conduct audit.
19. Respond to queries of internal/external auditors and donors.
20. Ensure maintenance of all data and record in soft and hard form for review by external funding agencies, third party monitoring agents, and external and internal auditors.
21. Prepare annual budget estimates, and quarterly cash forecast, to ensure submission of withdrawal applications/budget releases accordingly in a timely manner.
22. Analyse, plan, design, implement, and monitor and ensure compliance with internal control framework (Operations Manual, SOPs and the funding entities fiduciary guidelines etc.) and government rules and procedures while processing payments.
23. Perform any other task as assigned by the PD-PMIU.

## **Terms of Reference of Program Officer for Afternoon Schools Program**

### **Background**

The Government of the Punjab developed the Education Sector Plan in 2019 and for the implementation of this plan, a grant was provided by the Global Partnership for Education (GPE). This grant is being implemented under the 'Transformation in Access, Learning, Equity and Education Management (TALEEM)' Programme with the assistance of UNICEF as Grant Agent. The Taleem Programme will focus on key thematic areas across the education sector. Under the programme, PMIU-PESRP is the project Secretariat and a Taleem Cell is established at PMIU-PESRP to implement the activities. Given the diverse areas of implementation of the programme, a robust Monitoring & Evaluation framework is required to ensure quality of service delivery and to maintain the timelines and enable smooth implementation of the programme. In this regard, a program officer is required to design, plan and execute the activities as per the programme document.

### **TERMS OF REFERENCE**

He/She will work in close coordination with the component team under the Taleem Cell and will report to Manager Implementation. The key activities will include designing the framework for the activity and the subsequent implementation, monitoring and evaluation plans for the

successful conduction of tasks related to Afternoon School component. He/She will be working in close coordination with Manager Implementation and Manager M&E. The Programme Officer will establish delivery lines for Programme Associate for Afternoon Schools Program. TPV requests will be generated by the Programme Officer to complete the variable commitments as per the program document and ensure a sustained monitoring mechanism including robust data collection and reporting systems are in place.

## Scope of functions

The duties and responsibilities of the Programme Officer will include but are not limited to the following:

1. The identification of 800 schools to be established across 14 districts of the province by analyzing available secondary data and designing a primary data collection exercise where necessary.
2. Identification of teachers who will teach in these afternoon schools from the existing teachers and if necessary, from the surrounding communities.
3. In collaboration with Manager M&E, coordinate with Headteachers, district management formations and the Department for setting up data collection and reporting lines.
4. Create linkages between the ASP component of the Taleem Programme and any other similar program (e.g., Afternoon School Program, etc.) currently operational across the province.
5. Ensure timely documentation and record keeping of all activities by actively engaging the ASP Associate Officer.
6. Record, develop and track financial disbursement channels for the speedy disbursement of remuneration to teachers as per the Taleem Programme document.
7. Close coordination with Communications Officer to identify the correct target areas for a widespread communication drive for the Afternoon Schools component.
8. Actively coordinate with the data centre for robust collection and analysis of data on enrolment, retention, teacher presence and impact.
9. Work in close coordination with Manager Strategy & Coordination and Manager Implementation for the timely execution of activities.
10. Generate monthly reporting lines and quarterly progress reports for wide dissemination among all stakeholders.
11. Support the Taleem Cell in PMIU in creating an enabling environment for evidence-based decision making to coordinate all assigned projects and tasks effectively through coordination with related agencies and partners at PMIU
12. Provide support to the wider PMIU team on initiatives related to Taleem Programme.
13. Perform any other task as assigned by the lead.

# Terms of Reference of Programme Officer for OOSC/inclusive Education

## Background

The Government of the Punjab developed the Education Sector Plan in 2019 and for the implementation of this plan, a grant was provided by the Global Partnership for Education (GPE). This grant is being implemented under the 'Transformation in Access, Learning, Equity and Education Management (TALEEM)' Programme with the assistance of UNICEF as Grant Agent. The Taleem Programme will focus on key thematic areas across the education sector. Under the programme, PMIU-PESRP is the project Secretariat and a Taleem Cell is established at PMIU-PESRP to implement the activities. Given the diverse areas of implementation of the programme, a robust Monitoring & Evaluation framework is required to ensure quality of service delivery and to maintain the timelines and enable smooth implementation of the programme. For this a programme officer is needed to create these linkages and execute the activities mapped in the Taleem Document.

## **TERMS OF REFERENCE**

He/She will work in close coordination with the component team under the Taleem Cell and will report to Manager Implementation. Responsibilities will include execution of the deliverables mapped under the OOSC/Inclusive Education component. The programme officer for OOSC/IE will be working in close coordination with Manager Implementation to ensure that all activities are carried out in a timely and efficient manner. He/She will be tasked with developing linkages with LNFBE Department for the OOSC component to set up learning camps and with Special Education Department for the identification and screening of children under the IE component. The programme officer will work in close coordination with Manager M&E to develop data collection and analysis systems for efficient reporting on his respective component.

## Scope of functions

### For OOSC

1. Identifying target areas (tehsils/marakiz) for the establishment of learning camps in 12 prescribed districts across Punjab using the available data.
2. Identify clusters of OOSC in the prescribed districts by setting up a data collection mechanism in close coordination with Manager Monitoring & Evaluation.
3. Engage the associate for OOSC/IE to develop a field plan for monitoring of activities.
4. Identify relevant teachers for the activity and engage with them before establishing the learning camps.
5. Liaise proactively with the LNFBE department to develop linkages between the OOSC component and the component relevant to them in the Taleem document.
6. Engage school councils and/or community mobilizers from the community for each district and design a community mobilization plan in close coordination with Communications Officer.
7. Oversee the development of the content to be taught in the learning camps and the assessment models.
8. Oversee the development of training modules for teachers to be engaged in learning camps.
9. Oversee fund disbursement processes for the remuneration sub-activity of the component.
10. Actively engage with the Taleem Cell team to ensure a cohesive execution model of all activities in the Taleem Programme.

### For Inclusive Education

1. Develop an Inclusive Education implementation framework in line with the Inclusive Education Strategy already developed.
2. Liaise proactively with the SpEd Department to ensure a cohesive implementation of respective activities.
3. Coordinate with data collection teams to be deployed in the prescribed two districts of the component.
4. Ensure effective monitoring and evaluation systems to gauge the impact of the activity.
5. Design and develop a distribution plan for items procured under the activity.

In addition to the above-mentioned activities, the programme officer will also be required to:

1. Design work plans of his/her respective component in line with the framework for the Taleem Programme.
2. Work in close coordination with Manager Implementation and Manager Strategic Planning and Coordination to streamline activities under the OOSC/IE components.
3. Generate monthly, quarterly and annual reports tracking progress and identifying roadblocks to implementation.
4. Any other task as assigned by the lead.
  - Strong interpersonal and communications skills, resourcefulness, initiative, tact and ability to cope with challenging situations.
  - Writing and oral fluency in the English language.
  - Proficient in using MS Office (Word, Excel, & Power Point).

# Terms of Reference of Program Officer (Monitoring &

## Evaluation)

### Background

The Government of the Punjab developed the Education Sector Plan in 2019 and for the implementation of this plan, a grant was provided by the Global Partnership for Education (GPE). This grant is being implemented under the 'Transformation in Access, Learning, Equity and Education Management (TALEEM)' Programme with the assistance of UNICEF as Grant Agent. The Taleem Programme will focus on key thematic areas across the education sector. Under the programme, PMIU-PESRP is the project Secretariat and a Taleem Cell is established at PMIU- PESRP to implement the activities. Given the diverse areas of implementation of the programme, a robust Monitoring & Evaluation framework is required to ensure quality of service delivery and to maintain the timelines and enable smooth implementation of the programme. For this, a program officer for monitoring is required to assist with development and implementation of the framework for M&E under the Taleem Programme.

### **TERMS OF REFERENCE**

He/She will work in close coordination with the relevant teams under the TALEEM Cell and will report to Manager M&E. Responsibilities will include assisting with developing a monitoring framework for the Taleem Programme, creating monitoring linkages between components and departments. The program officer will work towards ensuring a cohesive reporting system for data collected using the monitoring framework. He/She will assist in gauging the impact of individual interventions and to ensure that the targets set in the Taleem Programme are being actively achieved. The Program Officer M&E will help in identifying gaps in data collection in a timely manner and provide solutions. He/She will also analyze the data sets to identify trends and anomalies in order to robustly inform decisions of key stakeholders.

### Scope of Functions

1. Assist Manager M&E to develop the M&E Framework for the interventions under the Taleem Programme.
2. Responsible for the development of Log-frames, Monitoring Plans and relevant data-collection processes, for tracking and monitoring of activities for Taleem Programme and provide suggestions to Manager M&E.
3. Keep all relevant documents updated, in accordance with project activities and timeframes, as relevant.
4. Use agreed upon key performance indicators for developing monitoring tools and a systematic M&E dashboard/reporting mechanism.
5. Lead execution of the collection and use of data for project activities e.g. teacher training databases, identification of OOSC, linkages between SED, SpEd and LNFBE etc.
6. Develop mechanism to effectively communicate data to delivery teams and provide

- remedial strategies in case of challenges
7. Undertake regular monitoring visits to project districts to monitor the progress of the project, as and when required.
  8. Track progress of the Components under Taleem Programme as per work plans, identify lags and issues, and suggest management on corrective actions needed to ensure timely achievement of milestones and deliverables.
  9. Conduct primary and secondary data analysis and develop high quality reports to inform project leads in timely manner on project delivery and progress
  10. Identify and document lessons learnt from monitoring, routine data collection, short-term assessments and share those with the management and project team for accommodating necessary changes in the design of future interventions.
  11. Aid in proposal design and project reporting related to research and monitoring and evaluation reporting requirements.
  12. Lead development and execution of an M&E capacity building plan for the key staff at allsupervisory and reporting levels.
  13. Facilitate the development of ToRs for procurement of consultancy services for surveys, assessments including Mid/End-Term evaluations, operations review (spot checks and process evaluation)
  14. Participate in technical evaluation of bids including pre-bid and negotiations meetings forvarious procurement activities related to M&E functions.
  15. Provide support to the wider Monitoring and Evaluation Team at PMIU (such as designing a robust monitoring mechanism, etc.) related to School Education in Punjab Province, as per need.
  16. Set-up a collaboration and coordination mechanism with M&E wings of Implementing partners for Taleem Programme
  17. Work in close coordination with all involved departments and sub-departments to ensure alignment, timely availability, and accuracy of data on all related indicators.
  18. Perform any other task as assigned by the lead.

## Skills

- Demonstrated ability to analyze large volumes of data and draw inferences form it.Ability to work in a team, develop synergies and establish effective working relations withvarious stakeholders.
- Strong interpersonal and communications skills, resourcefulness, initiative, tact and abilityto cope with challenging situations.
- Written and oral fluency in the English language.
- Proficient in using MS Office (Word, Excel, & Power Point).
- Proficient in statistical software packages: SQL/ STATA/ SPSS is a must.

## **Terms of Reference for System Administrator**

### **1. BACKGROUND INFORMATION**

#### **1.1. Beneficiary Country and Province**

**Islamic Republic of Pakistan, Punjab Province**

#### **1.2. Contracting Authority**

Under the TALEEM Programme and in agreement with Global Partnership for Education (GPE), the Programme Monitoring and Implementation Unit (PMIU), School Education Department (SED), Government of the Punjab is the contracting authority.

#### **1.3 Objective**

One of the core objective of the PMIU is to provide leading research and analytical services and value-added information, studies, and solutions to the School Education Department (SED) in Punjab and other users such as donor/grant organizations, NGOs etc. in a manner that broadens and strengthens the knowledge base on school education in Punjab and maximizes the effectiveness of the Punjab Education Sector Reform Programme (PESRP).

The position is created as part of the Software Migration and Data Centre creation that is to be developed by PMIU/SED. The System Administrator will be responsible for the management of Linux/Virtualization Server infrastructure. You will design and configure Linux systems and will handle all upgrades and security patches to application and OS based on agreed-upon maintenance windows. This resource will assist in existing data and software migration from PITB Data Center including creation of inhouse Data Center.

#### **1.4 Scope of work:**



The key tasks and responsibilities to be accomplished by the System Administrator are as follows:

- i. Hands on application integration, architecture, engineering, and support of the in house and client remote servers and storage systems.
- ii. Experience working within a dynamic R&D environment
- iii. Experience researching, evaluating, and supporting new technologies
- iv. Experience supporting enterprise-class applications and databases
- v. Experience deploying Linux on x86 rack-mount server and blade platforms
- vi. Experience connecting Linux systems to enterprise storage, and understanding of appropriate use cases for SAN and NAS
- vii. Experience connecting Linux systems to TCP/IP networks, configuring, troubleshooting, tuning, etc.
- viii. Excellent Expertise mandatory with server virtualization technologies
- ix. Strong scripting skills with experience in Perl, Python, PHP, Bash, or other scripting languages
- x. Implemented automatic configuration system (Ansible, Puppet, Chef, CFEngine, etc.)
- xi. Strong Linux security skills/experience
- xii. Experience setting up and deploying systems with Red Hat Satellite
- xiii. The System Administrator will be responsible to perform any other tasks assigned and entrusted by the PD-PMIU (PESRP)

**Key Deliverables:**

- 1) Design, implement, and support the computing systems, including both physical and virtual systems, and perform configuration, maintenance, support, and engineering tasks
- 2) 24x7 support of Production appliances and related /associated supporting systems
- 3) Coordinate with Security, Operations/Engineering, and other functional teams to ensure standards are maintained when systems are customized to support SED development efforts
- 4) Production support of new engineering solutions and initiatives.
- 5) Standardization, Optimization, and automation of systems
- 6) Recommend, design, and implement systems management and automation solutions
- 7) Design, configure and tune highly-available Linux systems
- 8) Assist in implementing, executing, maintaining, and documenting proper DR and BC as well as high availability procedures

- 9) Support application development, including determining required patches, packages, permissions, software configuration, etc.
- 10) Perform routine systems admin functions to maintain all Linux /Virtualization servers
- 11) Participate in deployments, upgrades, and maintenance
- 12) Maintain the patch levels of all OS and application patches on all systems using automated systems Profile server resource usage, optimize and tweak as necessary
- 13) Collaborate with other team members and stakeholders
- 14) Create, plan and implement detailed deployment designs
- 15) Deploy new infrastructure and changes with minimum disruption for the end users
- 16) Write and maintain technical implementation documentation on services and infrastructure
- 17) Ensure that new deployments are handed over to the Network Operations Centre with appropriate documentation and training
- 18) Perform Project Management roles for internal technical projects as needed, ensuring work is delivered on-time and to a high quality
- 19) Provide escalation support for deployed infrastructure as needed (Generally only required in working hours, but in exceptional circumstances support may be required out of hours)
- 20) Contribute to the development of new platforms, products and infrastructure in conjunction with the design teams
- 21) Any other deliverable based on the task assigned to the System Administrator by the Competent Authority.