

Terms of Reference (TOR)

HEAD OF OPERATIONS **(INDIVIDUAL CONSULTANT)**

Background

The Government of Punjab (GoPb) is implementing the project “Getting Results: Access and Delivery of Quality Education Services’ (GRADES)” in Punjab with the assistance of the World Bank for Improvement of education outcomes which remains a crucial way for Punjab to build human capital. In Pakistan, an additional year of schooling is associated with an improved income of 7%, due to both increased labor force participation as well as improved productivity. Improving education also has important benefits for fertility reduction, later marriage, reduced crime, and other social indicators. This project will improve both social and economic outcomes for Punjab as a whole.

The GRADES project consolidates and brings more focus to Punjab’s reform agenda in education, making sure that the education system delivers improved results for both girls and boys. It draws lessons from the reform program that the Government of Punjab has been implementing in the education sector over the last two decades, with support from various donors.

Objectives

As Head of Operations, oversee GRADES Project implementation, ensuring stakeholder coordination, compliance, and strategic leadership. Manage reporting, procurement, and monitoring to enhance efficiency and impact. Foster collaboration with development partners and optimize PMU processes. Support research assessments and policy initiatives for continuous improvement.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

1. Provide oversight to the delivery of the GRADES, ensuring that the project meets its objectives targets on time, as per expected quality.
2. Oversee the day-to-day implementation of the GRADES and take the lead in seamless coordination among all stakeholders, especially in the SED.
3. Supervise and provide strategic leadership to project personnel, supporting them to deliver high quality outputs, and fostering effective communication and collaboration between the School Education Department (SED), the World Bank, and all relevant government and development partners.
4. Ensure the timely preparation, consolidation, and submission of work plans, progress reports, and financial reports to the designated authorities, maintaining accuracy, transparency, and compliance with donor and government requirements.
5. Establish and implement robust monitoring and evaluation mechanisms to ensure high-quality project outputs and measurable results. Strengthen coordination, data-driven decision-making, and knowledge-sharing systems to enhance project impact.
6. Provide strategic direction and oversight to all component heads, managers, specialists, and associate staff, ensuring alignment with project goals and performance benchmarks.
7. Conduct weekly progress reviews, systematically assess project activities, identify

bottlenecks, and develop data-driven strategies to enhance implementation efficiency and impact.

8. Lead the procurement of goods and services in line with project needs, ensuring adherence to procurement regulations and timely initiation of activities under the GRADES.
9. Cultivate and maintain strong professional relationships with national and international development agencies, research institutions, and sectoral experts to enhance project learning, collaboration, and resource mobilization.
10. Coordinate with existing components in the Project Management & Implementation Unit (PMIU) to prevent duplication of efforts and provide the School Education Department with evidence-based recommendations for process optimization, performance enhancement, and quality improvement.
11. Support GRADES activities in conducting systematic internal and external assessments of research, database management, and policy initiatives, ensuring that findings are integrated into strategic planning and continuous project improvement.
12. Ensure transparency and merit in all aspects of project delivery, including procurements and financial management.
13. Undertake any other duties necessary for the successful implementation of the GRADES Project, as assigned by the competent authority.

Qualification and Professional Experience

Qualification

- At least, master's degree or equivalent (sixteen (16) years of education) in Business Administration/ Project Management/ Environmental Sciences / Social Sciences / Public Administration / 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, shall be accorded due weightage.

Experience

- At least Eight (08) years of documentary verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations, preferably in education.
- Due weightage shall be accorded to familiarity with government structures, operations, and procedures.

Selection Process

The selection will be made in accordance with the "World Bank Procurement Regulations for Investment Project Financing Goods, Works, Non-Consulting and Consulting Services" (July 2016) revised in November 2017, August 2018, November 2020 & September 2023.

Terms of Reference (TOR)

HEAD OF CONSTRUCTION (INDIVIDUAL CONSULTANT)

Background

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Objectives

The Head of Construction will be a part of GRADES and will be responsible for the implementation of the civil works component. Together with the Financial Management Specialist, Contract Management Specialist and Procurement Specialist will implement all construction under the project.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

1. Serve as the focal point for the World Bank within the project GRADES to implement civil works as per the commitments agreed upon by the executing party.
2. Lead the PMU coordination, liaising with relevant offices and firms and departments like C&W, local authorities where required (architects, engineers, consultants, contractors, etc.) and SED-PMIU, particularly the civil engineer, contract specialist, M&E, supervision firm, and in close coordination with the environment and social monitoring team.
3. Develop an annual work program for PMU civil works, monitor timelines, and provide regular project reports to the Government of Pakistan and SED Leadership.
4. Review the scope of construction works based on project requirements, budget, and site limitations; define deliverables and payment modalities in consultation with the procurement team, providing technical support for their preparation when needed.
5. Review technical documents related to construction (design drawings, technical specifications, and bills of quantities, environment and social related documents) to ensure clarity, completeness, compliance with programmatic and construction needs, and adherence to eco-efficiency and accessibility standards. Make sure all such documents are complete in support of all other relevant stakeholders, prior to initiating the procurement process.

6. Coordinate with construction firms and other counterparts to ensure all necessary permits for construction activities are obtained prior to initiating work.
7. Review and analyze documentation of communications, reports (technical, financial and logistical) related to various aspects of construction activities, such as procurement, delivery, and distribution.
8. Oversee all services and procurement contracts entered into by the project with local contractors and suppliers.
9. Analyze and provide technical recommendations for problems encountered at construction sites.
10. Perform any other tasks as assigned by the competent authority.

Qualification and Professional Experience

Qualifications

- At least, B.Sc Civil Engineering/ Architecture (16 years of education) or Equivalent from a foreign or local university, duly recognized by the Higher Education Commission (HEC) of Pakistan.

Experience

- At least, five (05) years of documentary verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations in the field of civil works.
- Ability to conceptualize, design and implement major projects and to collaborate on major and complex reports which meets the industry.
- Excellent written and oral communication skills in English and Urdu.

Selection Process

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SOCIAL SAFEGUARD SPECIALIST **(INDIVIDUAL CONSULTANT)**

Background

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Objectives

Social Safeguard Specialist will be a part of GRADES, and together with the Environmental Specialist, Social Safeguard Specialist will provide expert support to the executing agencies in the office (SED-PMU) as well as in the field on social safeguards related issues.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

1. Work as the focal point for social safeguard compliance within the GRADES to provide assistance, guidance and counsel on necessary requirements of social compliances and gender within the project as per legal agreements
2. Implement of Stakeholder Engagement Plan (SEP), Social related provisions of Environment and Social Management Plan (ESMF), Labor management Plan (LMP), Resettlement Policy Framework (RPF), Social related provisions of Environment and Social Commitment Plan (ESCP), and wherever required as per the specifications of sub-projects conduct social assessment under Initial Environmental Examination or Environmental Impact Assessment (IEE/EIA) as per the requirement of Punjab Environment Protection Act 2012.
3. Update and support the implementation of social risk mitigation and management as per Project’s Environmental and Social Management Framework (ESMF).
4. Ensure that the project remains compliant to the legal provisions established under Environment Social Framework of the Project.
5. Develop quarterly reports on social risk management, including on stakeholder engagement, grievances, labor management and contractor compliance
6. Implement the recommendations of the Social Assessments carried out for the Project under SEP, LMP, RPF, and IEE/EIA.
7. Provide support/advice to the concerned stakeholders in addressing the social risks, on any such issues which are likely to create or exacerbate conflict within communities or have significant impacts on vulnerable and/or marginalized groups at all stages of the

implementation of the Programme.

8. To further mitigate and avoid adverse social impacts, with the help of Program Coordinator, ensure that no investment shall be funded under the program that: involves land acquisition, resettlement, physical or economic displacement, forced evictions or involuntary movements of any community, and/or physical investment.
9. Ensure that exclusion list/criteria have been explained to all stakeholders/partners/executing agencies of the project, and provide explanatory sessions on it as and when required.
10. Ensure that the project implements the gender tagged actions, and reports on the same.
11. Design and impart training/awareness raising sessions in collaboration with the Environment Specialist and assist in coordination activities. This will include developing resource material, commissioning and conducting required assessments to fill information gaps, etc.
12. Together with the Environment Specialist, prepare Environment and Social screening checklist, mitigation measures, and monitoring checklist as prescribed in the ESMF of the Project for each subproject type and activities under the project.
13. Assist in carrying out social screening of subprojects (grants) and activities (including small works), and help to prepare grants/subproject/activity specific award/selection criteria as per recommendations of the Social Assessment.
14. Carry out site supervisions during implementation of project activities, and provide feedback to the Program Coordinator.
15. Help design citizens engagement strategy for the project and ensure regular feedback by project beneficiaries. Accordingly, report on the Beneficiaries Feedback Indicator for the project.
16. Develop and maintain a practical, relevant and effective Grievances Response and Redressal Mechanism as per guidelines established in the ESMF.
17. Communicate with grantees, universities, communities / stakeholders, vendors, contractors, and subcontractors for necessary environmental and social compliances.
18. Ensure the HSE compliance by sub-projects during construction activities.
19. Review/revision of documents and ensuring timely delivery of outputs as agreed between World Bank and the executing party.
20. Preparing quarterly progress reports (ESMF compliance) for submission to the World Bank.
21. Prepare the social inputs for the project's final report.
22. Any other task assigned by Competent Authority.

Qualification and Professional Experience

Qualification

- A Master's/ Bachelors (Hons.) degree (16 years of education) in social sciences/development studies/ Environmental Sciences or related field from reputable & recognized local or foreign institution, duly recognized by the Higher Education Commission (HEC) of Pakistan.

Experience

- At least, five (05) years of documentary verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations in areas covered at TOR. Experience in education sector will be accorded due weightage.
- Previous experience for social assessment and other instruments, stakeholder management and citizen engagement will be considered an asset.
- Strong written and oral communications skills.

- Proven report writing skills.
- Demonstrates good oral and written communication skills in substantive and technical areas.
- Excellent writing, editing and analytical skills and capability of working independently.

Selection Process

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CONTRACT MANAGEMENT SPECIALIST (INDIVIDUAL CONSULTANT)

Background

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Objectives:

As Contract Management Specialist, oversee full lifecycle of contracts related to the project. The primary objective is to ensure that all contracts are developed, executed, and managed effectively to support successful project implementation, while ensuring legal compliance, minimizing risks, and maximizing value for money

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

1. In close coordination with all especially procurement section, make sure that all contracts are implemented as per the agreed terms and conditions of the signed contract(s). And monitor the guarantees, insurance cost, time and quality etc., as per agreed terms and conditions and provide early warnings where necessary to the concerned parties.
2. Update the contract status and make sure that the concerned parties prepare a contract management plan for each contract where required.
3. Oversee the verification of invoices in consultation with concerned units/stakeholders received against goods receipts and contracted prices prior to approving the processing of such invoices for payment;
4. Administer contract performance, including delivery, receipt, warranty, damages and insurance;
5. Monitor the progress of contracts signed with suppliers / contractors/ consultants ensuring that all policies/procedures and requirements are fully complied with by them as per the terms of the contracts;
6. Review, revise, and clear purchase orders and contracts in consultation with other relevant sections prior to forwarding them for approval to appropriate official / forum;
7. Supervise the maintenance of relevant internal databases and files, monitor contractual agreements, direct provisioning contracts and inform users affected of contractual rights and obligations;

8. Provide support to PMU in matters of audit, litigation and dispute resolution related with all kinds of procurement;
9. Perform any other task required for the successful implementation of the GRADES, as assigned by the competent authority.

Qualification and Professional Experience

Qualification

- A Master's/ Bachelors (Hons.) degree (16 years of education) in contract management/ management science / statistics / economics / Business Administration / supply chain management / social science or related field from reputable & recognized local or foreign institution, duly recognized by the Higher Education Commission (HEC) of Pakistan.
- A diploma / degree in the field of contract management from reputable local or foreign institution shall be an additional weightage.
- Candidate having procurement related qualifications/certifications from shall be preferred.

Experience

- At least, five (05) years of documentary verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations, preferably in education.
- Excellent knowledge of government procedure of contracts procurements.
- Proven ability to work in a collaborative, team environment.
- Familiarity with government operations, and procedure.

Selection Process

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ASSESSMENT SPECIALIST - PECTAA **(INDIVIDUAL CONSULTANT)**

Background

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Objectives

Assessment Specialist will support the strengthening of the student assessment systems in Punjab and make use of assessment data in the classroom. The consultant will be hired by the PMIU-GRADES. GRADES builds on a history of ambitious school reform projects in Punjab. GRADES follows up with three components to strengthen management of the education system, improve school participation, and strengthen learning outcomes. The consultant will be specifically tasked to support the GRADES – component/PBC which would include strengthening the assessment system: PBC 6: Strengthening and using learning assessments PBC 6 will support strengthening of the student assessment system, by improving standard setting for large-scale (sample-based) assessments (LSA), strengthening the quality of school-based assessments (SBA), and introducing monitoring of child development at an earlier age. This PBC will be coordinated by PMIU-GRADES, SED and PECTAA.

Scope of functions

Key tasks and responsibilities of the consultant are outlined below:

1. Development of an annual work plan for the PBC, monitoring progress, and providing bi-annual project reports to relevant colleagues in PECTAA leadership, PMIU-GRADES.
2. Developing a high-level strategy to strengthen implementation and quality of the Punjab of PECTAA three main assessments: LSA, SBA, and formative student assessments. Also provide support in analysis and presentation of the results to stakeholders.
3. Market analysis of digital applications to strengthen the use of assessment data in the classroom (e.g., tracking learning outcomes, implementing formative assessments).
4. Presentations and dialogue with PECTAA on new applications that could further strengthen practice and quality of assessments in PECTAA.
5. Developing ToRs for an institutional partnership for PECTAA, and liaising with the relevant firm.
6. Maintain communication and coordination with SED, PMIU, and the World Bank teams on

project related activities.

7. Contribute to policy document writing at PECTAA and any other related technical notes and PPTs.
8. Any other task assigned by Competent Authority.

Qualification and Professional Experience

Qualification

- A Master's/ Bachelors (Hons.) degree (16 years of education) in Educational Assessment/ Educational planning and Management/Development Studies/ Public Policy /Economic Development/ Economics / Public Administration / or relevant discipline from reputable & recognized local or foreign institution, duly recognized by the Higher Education Commission (HEC) of Pakistan.

Experience

- At least, five (05) years of documentary verifiable relevant experience, after acquiring stipulated qualifications, in public and/or private sector national/international organizations, preferably in education.
- Experience in project coordination and implementation of large-scale government or donor-funded programs.
- Experience working in the Education sector
- Experience of designing and conducting student assessments

Selection Process

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