

Khyber Pakhtunkhwa Education Sector Programme

Terms of Reference for 24 month extension

1 Introduction

DFID has provided Technical Assistance (TA) over the past 2 years as part of a wider programme to support the Government of Khyber Pakhtunkhwa's constitutional obligation to provide universal education. This will now be extended by a further 2 years starting on 1 Oct 2014 and ending 30 Sept 2016. To ensure GoKP makes significant progress on its aim to transform education in the province, the extended TA will continue to focus on the six key results areas agreed by DFID and GOKP:

- Government prepares and enables civil servants and teachers to lead and manage the education system more effectively
- Government systems generate high quality data, enabling and encouraging civil servants and teachers to make decisions and take action on the basis of good evidence
- Government manages its public finances in education effectively and transparently
- Government provides effective teachers and opportunities for students to learn in all its schools
- Government provides civil servants and teachers with working environments that are fit for purpose
- Government takes steps to increase access to education for all children of school age, especially girls

These results areas will be subject to review towards the end of 2014 and any changes must be incorporated within the supplier's proposal for TA in the extended period of the contract.

Further background information is provided at section 10 of the ToR.

2 Goal & Purpose

The goal and purpose of the DFID Khyber Pakhtunkhwa Education Sector Programme (KESP) are as follows:

- **Goal:** *More educated people in Khyber Pakhtunkhwa, making a positive social and economic contribution.*
- **Purpose:** *More children in school, staying longer and learning more.*

3 Outputs

The **six GOKP Results Areas** detailed in Section 1 of the ToR have been mapped under the following **four DFID Outputs**. However, as the results areas will be subject to review by GOKP by the end of 2014 the outputs will need to be adapted to take account of any agreed changes to the Results Areas, whilst building on the findings of the Annual Review and the revised Education Sector Plan. As part of developing their proposal for the extended 2 year period, the supplier will provide updated Outputs to meet the requirements of the revised Results Areas, along with an updated Log Frame for the TA contract.

The four outputs are as follows:

Output 1

Ensuring effective delivery: Improved/effective/decentralized management of the public education system; improved/evidence based planning and budgeting processes; improved/effective/transparent financial management; improved accountability and transparency in the education system

Output 2

Improving teaching and learning: merit based recruitment and appointments of teachers; continuous professional development of teachers; a standards based curriculum, with lesson plans, textbooks, and student assessment framework all aligned with this curriculum

Output 3

Improving schools: school renovation, upgradation and construction and maintenance; rationalizing teaching posts to ensure every child in school has access to a teacher

Output 4

Improving access to education for all children, especially girls: working in partnership with the private sector to provide hard to reach children with an opportunity to go to school; and stimulating demand for education through financial incentives.

4 Recipient

The primary recipients of the Programme will be the girls and boys in KP Province who enroll in and complete better quality primary and secondary education through the programme. The other recipients will be the teachers and officials in the Elementary and Secondary Education Department (ESED), district

officials, planning and finance departments of KP, communities (including parents) across the province and donors.

5. Technical Assistance Role and Skills

The TA role under this contract will require the supplier to work closely with the ESED to determine the most effective utilisation of resource, with a focus on the following:

- Effectively managing the delivery of the agreed outputs under the extended TA contract.
- Supporting the GoKP to effectively utilize the Education Sector Delivery Grant
- Building capacity of ESED officials to deliver key education programmes in the six results areas
- The provision of technical skills and knowledge to the development and implementation of programmes and activities in the six results areas
- Supporting the delivery of a communications strategy

In order to ensure sustainability, build Government capability and deliver VFM it will be important for the team to have the right mix of international and national staff with the required experience and knowledge to deliver effectively on the outputs for this extended period of the contract.

The KP Roadmap has a high political and technical profile and therefore the supplier must demonstrate that their proposed team have the core skills set to deliver effectively at pace. The Roadmap demands a high level of energy and commitment to the work through challenging situations.

The five core skills sets required to deliver the technical assistance are:

- Strong expertise in global and Pakistani education systems drawing on developing country and OECD education research and evaluation findings.
- Change management skills to enable sustainable change across schools and the KP provincial education system.
- High standard of project management skills to drive delivery at pace – whilst ensuring effective alignment with the wider education sector processes and application of strong due diligence policy and processes, including clear and effective management and reporting of delivery against budget. This includes delivery against clear outputs supported by a fully costed work plan.
- High level communication and influencing skills to engage with senior politicians and officials; and engage in an inclusive way with the DFID team and other development partners.

- Strong statistical and economic skills that ensure all education and budget data are analysed and communicated in a professionally credible manner.

The Supplier should make clear in their proposal for the extended period, how they will meet the above requirements. This should include details of proposed management methodology and clear lines of authority to ensure DFID is involved at appropriate stages of decision making and in any proposed changes to the contract once the contract extension is in place.

6. The Contract Amend and Supplier Proposal

The 2 year extension from 1 Oct 2014 to 30 Sept 2016 will be taken forward in 2 stages:

Stage 1: The supplier will provide (by 1st Sept 2014) a short term proposal for a 3 month Inception Phase. The Inception Phase will be for the period 1 Oct to 31 Dec 2014 and will include:

- The continuation of work under the current contract for the period Oct to Dec 2014, including the supporting DFID and the Government of KP in the development of a new Results and Activities Framework.
- The development of a detailed technical and commercial proposal for the Implementation Phase. This will take into account the revised GOKP Results Areas, the latest Annual Review and the latest Education Sector Plan. The supplier will also be responsible for developing revised Outputs, Log Frame and Terms of Reference. These should be clearly linked to a fully costed work plan, with payments linked to delivery of clear results that can be evidenced.

Budget: this Inception Phase will be funded from the budget remaining under the current contract.

Stage 2: The supplier will provide (by 13th Oct 2014 – as part of the Inception Phase outlined above) a detailed technical and commercial proposal for the Implementation Phase. The Implementation Phase will be for the period 1 January 2015 to 30 Sept 2016. This phase will focus on delivery of the key outputs agreed during the Inception Phase and may be subject to change as follow up to the 2015 Annual Review. DFID retains the right to scale the contract up or down as deemed appropriate by DFID at any time during the life of the contract.

Budget: a budget in the region of £7m has been estimated as being available for the Implementation Phase. However, this is subject to the supplier confirming the remaining budget under the current contract (supplier requested to provide by 15 Aug 2014) and the proposed cost of the Inception Phase. The final Implementation budget will be formally notified to the supplier.

A more detailed timetable has been issued to the Supplier on 13 Aug 2014 and will be confirmed following a meeting with the Supplier in the week beginning 18 Aug 2014.

Break points: specific outputs will be associated with each phase of the contract extension and progress from one phase to the next will be determined by the satisfactory performance and timely delivery of the required outputs by the Service Provider(s), and the continuing needs of the programme. These break points will therefore be linked to:

- The supplier's proposal for each phase of the extension being deemed by DFID as offering VFM and a high level of confidence in the proposed methodology and capability of the team.
- The satisfactory performance of the supplier during each phase of the contract extension.
- Effective management and delivery of outputs on time and within budget.
- Annual Reviews.

7. Monitoring and reporting

The TA Team will report to:

- Lead Advisor on technical advice issues
- Deputy Programme Manager (DPM) on coordination, management and logistical issues under the contract. No change to the agreed contract and work plan should be taken forward by the supplier without the written agreement of the DPM. The DPM in discussion with the DFIDP commercial team will determine whether a more formal contract amendment is required.

The TA team will submit monthly progress reports and invoices against the agreed outputs and costed work plans for the Inception and Implementation Phases outlined in section 6. The Supplier is expected to highlight, at the earliest opportunity, any issues that may lead to delays in delivery. The monthly reports will be approved by DFID and any follow up actions taken forward by the Supplier. DFID and the TA Team will periodically review the work plans to ensure that they remain up to date and relevant. The Supplier will also support the review of the Results and Activities Framework.

Clear and effective lines of communication must be maintained by the Supplier to keep DFID informed of progress on delivery. In addition to the monthly reporting outlined above DFID will expect the Supplier to keep DFID informed of any changes or developments that may impact to the programme.

There will be Joint Donor Reviews as well as annual DFID reviews to take stock of overall progress of the TA contract against agreed outputs, log frame, work plan, performance indicators, results and budget.

The TA is part of an effective and holistic sector support mode which includes financial aid through the ESD grant, high quality technical assistance, political influencing through the Roadmap and DFID policy advice. When the KP sector programme is independently evaluated, the evaluators will look at the overall impact of the package and complementarity of the TA with DFID policy advice and financial aid.

Monitoring and Reporting will also apply to Supplier responsibilities in relation to their wider co-ordination and collaboration role in the following areas:

- Working in collaboration with other DFID funded programmes in KP e.g. Provincial Reform Programme, AWAZ Programme, SNG Programme etc; and donors supporting the education sector.
- Working with IMC on school infrastructure component of the programme.
- Working with Oxford Policy Management on Evaluation and Research of the programme

- The Chief Minister will take stock of the progress on the KP Roadmap every two months with . The Supplier will need to provide support to to establish and embed Roadmap routines, data collection mechanism and systematic monitoring of education transformation at the Districts level.

8. Transparency and Accountability

DFID is committed to ensuring transparency and accountability in all its activities and to ensuring that anti-corruption measures are built in to its programmes and projects. Service Provider(s) are required to set out the ways in which they will meet DFID's high expectations for strong fiduciary management and elimination of corruption at all levels.

9. Duty of Care and Security

The appointed Service Provider will be responsible for the duty of care, safety and well-being of their Personnel (as defined in Section 2 of the Contract)) and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for domestic and business property.

DFID will share available information with the Service Provider on security status and developments in-country where appropriate.

DFID will provide the following:

- All Service Provider Personnel will be offered a security briefing by the British High Commission / DFID on arrival. All such Personnel must register with their respective Embassies/High Commissions to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Service Provider(s) may use to brief their Personnel on arrival.

The Service Provider is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above.

Travel advice is also available on the FCO website and the Service Provider(s) must ensure they (and their Personnel) are up to date with the latest position.

The procurement will require the Service Provider to operate in conflict-affected areas and parts of it are highly insecure. The security situation is volatile and subject to change at short notice. The Service Provider should be comfortable working in such an environment and should be capable of deploying to any areas required within the regions in order to deliver the Contract (subject to travel clearance being granted).

The Service Provider is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their Personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in dangerous, fragile and hostile environments etc.). The Service Provider must ensure their Personnel receive the required level of training and safety in the field training prior to deployment.

ASI must develop their proposal for the contract extension period on the basis of being fully responsible for Duty of Care in line with the details and the latest Risk Assessment Matrix prepared by DFID (see Annex 1 of this ToR). Your proposal should make a clear statement of taking DoC responsibility and provide an outline of how you will manage these responsibilities during the contract extension.

10. Further Context and Background

Expansion of the education system to meet the Government of Khyber Pakhtunkhwa's constitutional obligation to provide universal education will require significant additional resources allocated to and utilized in the sector. Whilst the Government of Khyber Pakhtunkhwa has committed to increase education spend to 5% of GDP equivalent, a considerable funding gap will remain. The international community is providing financial assistance to help close this gap and assist the Government of Khyber Pakhtunkhwa to meet its education commitments.

The Khyber Pakhtunkhwa Education Partnership on Sector Budget Support has been formed to support these aims through ensuring that Sector Budget Support provided by development partners is governed by a single mechanism and aligned behind a single set of results. This arrangement will ensure our assistance achieves maximum impact for minimum transaction costs.

The Khyber Pakhtunkhwa Education Sector Support Programme (KESP) provides £203.5 million to the education sector in Khyber Pakhtunkhwa (KP) to support more children to stay in school for longer while learning more. The programme has been running from August 2011 and will end in July 2016. DFAT Australia is contributing up to £41.3 million.

KESP is structured around three components:

- Sector Budget Support (SBS): £123.5 million (DFID) and £21.3 million (DFAT)
- School infrastructure: £60 million (DFID) and £20 million (DFAT)
- Technical assistance (provided by Adam Smith International): £20 million

The programme has faced a number of challenges stemming from the GoKP decision to allocate DFID and DFAT funds to specific projects within the budget.

This delayed the utilisation of KESP funds. Up to March 2014, a total of £57.2 million has been disbursed. Due to delays in programme implementation KESP received a 'C' score in its first Annual Review (November 2012), and a 'B' in its second in September 2013.

In response to poor review scores, and the election of a new reform-oriented Government in KP, a decision was taken to refocus the KESP disbursement-linked indicators. The result was the KESP Refresh agreed between the GoKP, DFID and DFAT on 31 March 2014. The key components of the refresh are:

- Six new results aimed at transforming the education sector in KP. These cover: institutional strengthening, data systems, public financial management, teacher management, infrastructure, and access.
- These results areas, with associated suggested activities to deliver the results, are set out in a Results and Activities Framework agreed with the GoKP.
- A new disbursement mechanism that aligns donors with GoKP priorities through the provision of SBS.

The refresh was the end of a six month process of restructuring KESP to align the programme more closely with the Government of Khyber Pakhtunkhwa's priorities and to improve implementation. The refresh has been designed in close collaboration with the Elementary and Secondary Education Department (E&SED), the Australians, and the EU. The refresh was launched with an 18 month timeframe, with the first review of the Results and Activities Framework planned to coincide with the August 2014 KESP Annual Review.

DFID Pakistan
British High Commission, Islamabad (updated July 2014)