

School System Consolidation Policy **Under Sindh Second Education Reform Program (SERP-II)**

Proposed Terms of Reference (ToRs) for hiring of Firm for Customized Capacity Building Training of Head Masters / Principals of Campus schools & Academic Incharge of merged schools for FY2015-16 under School Consolidation Policy.

1. Background:

The Government of Sindh through Sindh Education Reform Program, Education and Literacy Department is implementing a School Consolidation Policy; details about the reform initiative are available on the Reform Support Unit (RSU) website: <http://www.rsu-sindh.gov.pk/units/schoolConsolidation.php>

School consolidation covers three types of schools: (a) adjoining schools; (b) embedded/ same premise schools; (c) schools that are within a stipulated distance of each other and one strategic school among them having the horizontal and/or vertical space for expansion to accommodate students in merged schools. In other words, through this initiative, distinct government schools operating in the same campus, or catering to the same child population in the local community are converted into a single functional school.

Advantages:

- Better School Management
- Effective utilization of financial resources
- Easy Monitoring
- Rationalization of teaching facility
- Easy access to community

The Consolidation initiative has resulted in several schools being merged into a single unit. This has resulted in merging of the infrastructure, school employees and financial resources under a single leadership i.e the Head master/Principal. The School Consolidation team has prepared a detailed Campus School manual to facilitate Head Masters, School In-charge to better manage the school and its resources. The manual has been shared with campus schools and their respective Taluka Education Officers (TEOs) and District Education officers (DEOs). The school manual covers the following areas:

- Campus School Management & Leadership
- Utilization of fund (One Time Grant)
- Implementation of School Consolidation Policy
- Post Consolidation Challenges in School Consolidation Policy
 - School Specific Budget (SSB) Implementation
 - School Management Committee (SMC) Implementation
 - SEMIS Form Submission
 - Other relevant issues

- Preparation & Implementation of Campus School Improvement Plan
- Preparation of Campus School Time Table / Calendar
- Monitoring & Performance Evaluation of Campus School

2. Scope of work

The objective of this consultancy is to review the prepared manual, revise and improve (if required) and build the capacity of Campus School Head Master/Principal and Academic In-charge using the manual as a guide.

A total of 3,200 Campus and Academic Incharge and school based administrative staff will be trained through this training. The training will specifically address school management capacity building, keeping in view public sector school management, this may include, preparing and managing school syllabus, annual school academic plan, assessments and examinations, duty allocations for staff, teacher performance management, human resource and financial record keeping, effective utilization of funds etc.

3. Terms of Reference (ToRs):

The consulting firm is expected to undertake the following tasks:

- Review the already developed school consolidation manual; identify gaps and recommend improvements. The firm will be expected to do a sample need assessment of the Campus schools leadership, to understand their management and training needs.
- Revise the manual (if required) based on need assessment of management needs of campus schools.
- Develop a schedule of training in consultation with RSU team. The training may be planned for 2 days; however RSU will provide final input on number of days to the firm after the need assessment.
- Organize a group of skilled trainers to train selected personnel from the Campus schools on all aspects of the updated manual (including the topics identified in the previous sections), in a manner that the personnel are able to implement the learning in day to day management of schools.
- In addition to improved school management training, prepare the campus school leadership to organize admission campaigns and increase awareness about children's regular attendance through community interaction. The RSU communication team will be consulted in the design of module for communication for admission campaign session.
- The training will take into account the coordination that school leadership needs to undertake with district education offices regarding teacher and resource management. In coordination with the RSU and Local Support Units (LSUs) TEOs and DEOs may be invited to the training sessions.
- As a final outcome of the training, the trainees will be tasked with preparing a school improvement plan for their schools (based on their school needs and challenges, possibly for one year). The firm will support the participants in preparation and finalization of an implementable plan. The firm will also develop a review mechanism for TEOs and School

Consolidation team to monitor the plans implementation. The firm will hand over a final copy of the plans to School Consolidation team for sharing with the TEOs.

4. Methodology

- The firm will review the already developed school consolidation manual and identify gaps; recommend improvements in the manual. The training sessions will be based on the final School consolidation manual. The firm will be required to coordinate closely with the School Consolidation team and other portfolios suggested by the team in the Reform Support Unit i.e. SMC, SSB, SEMIS etc to finalize the training sessions.
- Total number of trainees will be approximately 3200. Detail of participants will be shared with the firm before the commencement of training.
- The Capacity Building Training will be held at District /Taluka level in Government Campus School. The School Consolidation team will provide the list of possible venues for training and support liaison with district education offices.
- Trainees will be provided stationery (notepad, pencil, pen, sharpener, eraser, folder). For two days daily Lunch & two times tea and bottle of drinking water also be provided.
- Period of training will 3-5 days. Timing of training will be from 9:00 am to 5:00 pm.
- Number of trainees per class should not exceed 45.

Expected Expertise

- The selected consultancy firm would be expected to have prior experience of working on similar assignments, preferably at the national level. The firm must be able to mobilize high quality human resources for training in a timely and efficient manner. It should have demonstrated competence in developing of training sessions and delivery of training events preferably in education sector and specifically in School Management.

Qualifications & Experience

Qualification of the firm:

- Legally registered institutes/ organizations/ firms having experienced and skilled staff with at least 5 years of working experience in leadership and school management trainings with specific skills in conducting trainings and developing training material.
- Authentic experience in provision of services for training programs in education sector, especially in school management. List of training conducted with references will be required with the proposal.
- Good knowledge of public sector school management

Qualification of the Trainers:

Skilled trainers with Masters or higher level degrees, with demonstrable experience in school management training

Input of Key Experts

Key Experts / Personnel	No.	Hours Required	Total Hours	Total Man Months
Training Coordinator / Project Lead	1	528	528	3
Trainers	29	104	3016	17
Module Development Expert	1	64	64	0.4

Outputs:

- Training module and training plan
- Training handouts for specific sessions
- School improvement plans for the participating schools
- Analysis (not more than 4 pages) on the feedback received from the participants and discussion held during each training session.
- Performance indicators for Section Incharges are agreed and prepared for each campus school.
- Final report (not more than 25 pages excluding annexes) inclusive of digital photographs of the training sessions.

Payment Schedule:

- 15 % advance payment against bank guarantee of equivalent amount.
- 20% on submission of training material
- 10% on submission of schedule of ToTs orientation Work Shop
- 30% on submitting proposed training schedule
- 10% on submission draft report.
- 15% on submission of final / completion report