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.

Responsibilities

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 project, ensuring that the project meets its objectives targets on time, as per expected quality.
2. Oversee the day-to-day implementation of the GRADES project 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 Project.
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/ Engineering/ 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 Twelve (12) years of documentary 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.
- Must have team building and organizational development understanding.
- Due weightage shall be accorded to:
- Prior knowledge of existing district systems being used across the province.
- Comprehensive understanding of pedagogical approaches relevant to elementary schools, middle schools and field experience of public schooling systems in Punjab.
- Familiarity with government structures, operations, and procedures

Selection Process

The appointment 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.