

Memorandum of Understanding (MOU)

This agreement is made on the 26th March 2014 between the 'Government of Sindh, Education and Literacy Department' through its Additional Chief Secretary (here-in-after) called the (ACS E&LD) which expression shall, wherever the context allows, includes its assignees, executors, successors, and attorney etc;

AND

Idara-e-Taleem-o-Aagahi (ITA) Public Trust (hereinafter referred to as "ITA") which is a certified tax exempt organization under the PCP certification program striving to promote quality education in Pakistan. The current work and partnerships extend across Sindh. ITA has worked at the policy level in provincial, national working groups on education reforms; it has a track record and relevant experience in the field of sector wide approaches to improve the standard and spread of Education through Public Private Partnerships (PPPs) **completely aligned to provincial education sector plans and priorities therein**. ITA's critical partner for action is the public sector at all levels and education foundations, NGOs at local, national and international levels, district governments, provincial/federal governments, private corporate sector, philanthropists, expatriate Pakistanis and donors alike. ITA works through its partner organizations the Institute for Professional Learning (IPL) and the South Asia Forum for Education Development (SAFED) in the areas of capacity building, school audits advocacy and policy influence.

ITA's Head Office is located at 41-L, Model Town Extension, Lahore

ITA's vision is:

"TO PROMOTE EDUCATION AS COMPREHENSIVE PROCESS FOR HUMAN AND SOCIAL TRANSFORMATION"

WHEREAS ITA and Government of Sindh, Education and Literacy Department have entered into an agreement to achieve all key initiatives related to promoting the goals of Quality Education For All (with Focus on Gender) in Sindh (Education Surveys/learning assessments(all levels), literacy, ECE, Health Action Schools etc.). The initiatives will be supported by different development partners, philanthropists and corporate /private sector.

THEREFORE in consideration of the aforementioned premise and of the mutual covenants ITA and Government of Sindh, Education and Literacy Department have agreed and entered into this Memorandum of Understanding to collaborate for joint implementation of the activities, at the Provincial, district, Tehsil, UC and village level , as planned collaboratively by both the parties.

In pursuance thereof, the ITA and Government of Sindh, Education and Literacy Department resolve to set up a joint consultation mechanism concurrently at the provincial and each district level to further enhance cooperation and collaboration.

Duration of the Agreement/ MOU: This will commence from March 01st, 2014 to February 29th, 2020 subject to annual reviews and performance.

Locations: The MoU is for all districts of Sindh and each district will be attached to this MOU as an addendum with all schools identified with EMIS codes

Core areas of collaboration are:

- a) Service Delivery for improvement in Access, Quality through whole School improvement and Equity Focused catch up programs through non-formal education addressing girls and other disadvantaged groups – ECE to High School; school hygiene campaigns; and where possible Technical Vocational Education; Enrichment Programs: Summer Schools/Health/Reading clubs; remedial programs; IT clubs ; ECE/ECD programs; Children Literature Festivals (Provincial/District/School based); Education in Emergencies; etc.
- b) Infrastructure Support through Public Private Partnership (P&D), as framed under the PPP Infrastructure Act 2010 (PPP Cell P&D)
- c) Capacity Building: Teacher/Head-teacher and School Council Training through cluster based, district, provincial, national and international trainings; District Managers training.
- d) Planning & Policy Advocacy: Assessment of learning levels; School Development and District Education Plans; Advocacy on Special Days and Evidence Based Policy influence.

Principles of Collaboration:

- Where possible, ITA will always engage with the School Education Department in Public Private Partnership legal initiatives under formal arrangements.
- Always seek to mainstream innovations within the framework of Punjab Education Sector Reform Program (2013-17) aligning to our targets, outcomes and budgets
- Align all materials and planning documents to the sector plans, financial systems
- Scale up the program to reach to maximum number of schools for system wide impact
- Use facilities optimally for lifelong learning
- Be transparent and accountable for work undertaken with results based focus
- Share all research findings, tools, learning resources and policy/notifications for easy access to knowledge driven actions and improvements
- Ensure presence of partners in key meetings/reviews and strategic planning exercises
- **All projects relevant to School Education initiated by ITA will be implemented in the light of this MoU. An Agreement attached as Annexure to the MoU will be made between Government of Sindh, Education and Literacy Department and ITA for each project for implementation at provincial/district level**

Whole School Improvement Program (subject to funding availability)

- Identifying schools in clusters for partnerships in collaboration with the concerned EDO (Education).
- Physical Improvement, repairs and maintenance of the school according to specific needs and the best capacity/resources of the partner and where possible through the PPP Infrastructure Act 2010.
- Provision of Furniture as per need.
- Filling of human resource gaps e.g. Teachers; support staff and preferably will hired from the local community; any additional staff (Teaching and non teaching) at its own cost and shall not be entitled to claim any reimbursement for that from DG.
- That the staff of the partner schools will continue to be governed by the Service Rules under the Sindh Government Rules YYYY. However, during the term of the agreement, School Council ITA representative engaged for this purpose will supervise the day to day functioning and performance of the school as well as to provide the school staff necessary professional development support.
- Learning materials; libraries, reading clubs, summer schools, health and school enrichment and environmental programs with active participation of children
- **Working with Sindh Education Foundation (SEF): where feasible and needed ITA will work with low cost private schools funded SEF in Sindh**

- Technical vocational programs in Elementary and High schools in afternoon for student and community members in collaboration with TEVTA (ITA's official partner) after getting approval (NOC) from Government of Sindh, Education and Literacy Department.
- Areas of quality capacity building of head teachers; teachers and school council
- Providing technical, conceptual and practical training (at the Provincial/District/Tehsil level)
- Education in Emergencies in various phases of the emergencies

Learning Assessment & other Research studies

- Undertaking learning assessment and school improvement studies for use in policy and sector planning.
- Logistic support /transport to be provided to partners at most efficient costs or sharing of POL.
- Support for food/refreshment costs during the surveys and trainings
- Ensuring that for all capacity building exercises during 2014-2020 critical focal/technical officers(2-3) for ASER (Annual Status of Education Report) Pakistan/Other initiatives as finalized by provincial/district will provided opportunities in Pakistan and abroad
- Ensuring that all relevant technical materials/learning resources are shared with School Education Department in a transparent and timely manner for knowledge sharing, generation and management.
- Ensuring transparency and accountability at all levels and at all times to its partners

Chalo Parrho Barrho – an accelerated literacy and numeracy campaign inside and outside Schools

- Logistic support /transport at most efficient costs or sharing of POL.
- Providing technical, conceptual and practical training (at the Provincial/District/Tehsil level)

Provincial/National/International Advocacy Events/conferences

- Invitations and offer of collaborative hosting
- Logistic support /transport at most efficient costs or sharing of POL.
- Providing technical, conceptual and practical training (at the Provincial/District/Tehsil level).

Establishment of Resource Centers for ITA staff/resource persons in Districts

- Ensuring responsibility and development of the designate rooms/resource centres
- Repair and Maintenance and addition of facilities (Toilets) furniture etc.
- Utility bills to be shared where appropriate with a separate meter

Government of Sindh, Education and Literacy Department will be responsible with respect to the above & specifically support:

Whole School Improvement Program

- Facilitate MOU at Provincial & District Governments
- The Government of Sindh, Education and Literacy Department under the current MOU in principle agrees to consider initiatives of special programs by ITA, such as Community Mobilization, Teachers Training, Health, Early Childhood Education, IT literacy, literacy for mothers and siblings, Homework Study Centers, Summer School (Project Based Learning) Youth Citizenship program, Children Literature Festivals (CLFs) and support to child labor etc. ITA shall consult with the **District Government (DG)** prior to initiating such programs to ensure that liabilities and responsibilities are clearly established and there is no financial liability for the District Government to carry out such programs other than its formally agreed annual programs and schemes as reflected in the recurrent and development budgets as per already set objectives.

- Facilitate to hold regular monthly review meetings at the Dept. of Education at district level with ITA's district team and relevant officers to share progress and resolve issues.
- Monitoring and supervision of teachers will be the responsibility of the DG; the School Councils and as well as ITA its partner NGO (if ANY)
- To regularize when possible on merit and as per policy para teachers provided by ITA
- If at any stage ITA or any of the partners realizes that other parties have not been able to meet their obligations as delineated in this agreement, will take up the matter with the concerned EDO Education and in extreme cases with the DCO. In case that all conciliatory efforts have failed to improve the situation, the contract can be terminated by serving a three-month notice to the DG – through EDO Education.
- Notwithstanding anything to the contrary contained herein it is expressly agreed between the parties to undertake improvements in the selected schools in District as per the terms and conditions laid out above.

Learning Assessment & other Research studies

- **Permission to collect Schools data (i.e. enrolment, Teachers, facilities, funds, Learning levels etc)**
- Sharing personnel as volunteers for the surveys/campaigns/trainings sparing field staff for 5-15 days annually for the survey/trainings linked to schools and monitoring;
- Facilitation and participation in the trainings at district level including training venue and government accommodation (where possible);
- Building capacity of district stakeholders in understanding and owing research/learning assessments core concepts and results;
- Building capacity in collaboration with ITA of ten- twenty personnel from each district in key areas of: education surveys; ECE and literacy, numeracy trainings through excellent regional trainers which will build capacity of District core staff/teams;
- Facilitation and strategic presence in the dissemination of the results of learning assessment (ASER) at the provincial and district level.

Chalo Parrho Barrho (CPB) campaigns volunteers teachers in regular Govt. schools

- Facilitate to use Government schools for CPB.
- Permission to collect Schools data (enrolment, Student learning, Teachers assessments etc).

Provincial /National/International Advocacy Events

- Sharing logos, personnel as volunteers for the campaigns sparing field staff
- Facilitation and participation in the events at provincial/district/Tehsil level including venue and accommodation (where possible)

Partnership linkages will be extended to ITA where appropriate with School Health /Nutrition, or Technical Vocational Programs

Permission to Establish Resource Centers for ITA personnel in schools/training units

- At least two rooms will be provided to partner organization/ITA in any accessible high school or other govt. building in the districts as resource center/operations for managing all program components. ITA will bear improvement /recurrent costs.
- To provide regular budgets salary and non-salary/ and Annual Development Plan (ADPs) to the partner government schools, staff and school council as per its normal practice under various sector reform initiatives.

Besides that, ITA and SED-Punjab shall determine through mutual consultations, the mechanism to enhance further cooperation and collaboration for the above stated activities.

Monitoring/Reporting

- To provide regular monthly /quarterly updates to the Government of Sindh, Education and Literacy Department /District offices for feedback and review on any issues that need to be addressed /reported.

Disbursement/ Management of Funds

- All funds and any other non-financial resources contributed by ITA towards the improvement of the partner government schools will be solely managed and disbursed by the ITA or its own representatives or through School Councils. ITA will not transfer any funds to Government of Sindh, Education and Literacy Department but from time to time to the School Council Account. ITA may in due course have a separate agreement with a partner local NGO (if any)/School Council for implementation with full information extended to the Government of Sindh, Education and Literacy Department.

Partnership with Additional Schools

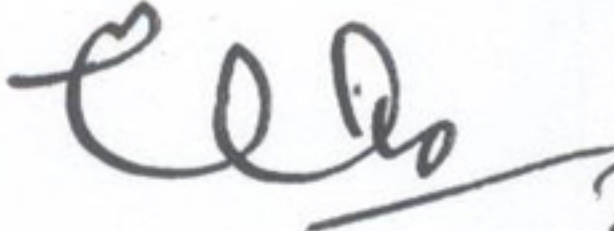
- As and when ITA decides to partner with more schools subject to availability of resources, an addendum to this agreement will be shared and then formally issued by Government of Sindh, Education and Literacy Department prior to extend the partnership.

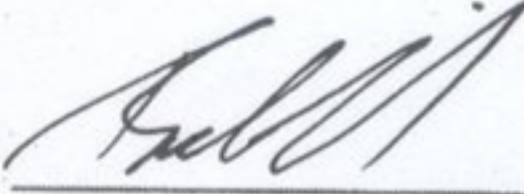
Membership in School Council & Other Strategic Committees for common aims and objectives

- ITA will have its representative as an honorary member of the School Council (SC) of all its partner schools receiving support under this agreement.

All the annexures / appendices make an integral part of this document.

The parties have affixed their signatures below:


Additional Chief Secretary
(E&LD)
Government of Sindh
Dated: 26/3/14.


Director Programs
Idara-e-Taleem-o-Aaghi (ITA)
Dated: 26/3/14

DR. FAZLULLAH PECHUHO
ADDITIONAL CHIEF SECRETARY
EDUCATION & LITERACY DEPARTMENT
GOVT. OF SINDH

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GOVT. OF SINDH

AGREEMENT OF PARTNERSHIP

This is in continuation of MoU signed between Government of Sindh, Education and Literacy Department and ITA dated 26/3 (here-in-after) called the "MoU"

This agreement is made on the 26/3/2014 between Government of Sindh, Education and Literacy Department and ITA for the project titled as:

"Improving Learning Outcomes, Enrolment and Transitions from ECE to Primary Education for Especially Girls and Vulnerable Groups in Pakistan"

Under Public Private Partnerships

Duration of the Agreement: This will commence on March 01, 2014 to March 31st, 2017 subject to annual reviews and performance

AND WHEREAS the "Government of Sindh, Education and Literacy Department" has agreed to endorse this agreement subject to the terms & conditions mentioned under:

A. Introduction of the Program /Project (Project Brief is attached)

As part of its work in Pakistan, across all sub-sectors of education and their advocacy since 2000, ITA has been working with many partners and foundations, Some of these include the Open Society Foundation (OSF) and Dubai Cares. IITA has worked with DC since 2008/2009 for promotion of quality education in emergency / non emergency context with a focus on girls education amongst the vulnerable. Dubai Cares (DC) has been working in Pakistan since 2008/9 with various grantees and implementing partners. Since 2011 ITA has been the grantee and implementing partner for DC projects in Pakistan.

In 2014 Dubai Cares (DC) and ITA have collaboratively designed along with government partners a program to support Pakistan's commitment and action plans to the accelerated MDGs and EFA targets up to 2015 and beyond.

The project under phase-III is proposed to be implemented in selected districts of three provinces namely, Punjab, Sindh and Baluchistan. The timeframe of the project is 3 years (April 01, 2014 – March 31, 2017)

The interventions for DC's Phase-III program in Sindh (other provinces are Punjab, Balochistan) are:

1. Early Childhood Education

- a. Setting up 300 ECE rooms in 300 public and private schools in two phases ensuring safe and protected learning space for young children
- b. Provision of 300 ECE teachers in the schools for teaching up to the standards defined in the sector plans for two years
- c. Government officials, partners, Teachers, SMC, and children and other stakeholders are sensitized about the significance of ECE

2. Learning4Access:

- a. Out of school children's access and learning through one year catch up accelerated learning and mainstreaming program in 300 government and/or private schools (10-15%) in low enrolment target areas
- b. Support for school improvement program in soft areas (quality education) and selected hard areas (Minor Repair & Maintenance of Partner schools) where the OOSC are being mainstreamed and 300 para teachers for one year.

3. Teachers without Frontiers:

- a. Teacher education; unique outreach through trainers and e-enabled platforms in far flung areas of Pakistan
4. Learning Assessment (Learning Metrics Task Force/Annual Status of Education Report):
 - a. Assessments of learning outcomes (Pre primary, primary and lower secondary)
5. Promoting reading through the Children's literature festivals (CLFs) at provincial, district and school cluster level
6. Evidence based advocacy on right to education 25 A - out of school children and girls education

B. Project Location

The districts selected for the work include Karachi, Sukkur and Shikarpur having challenges of learning and access. Total 300 Schools (public sector schools and low cost private schools) in selected Union Councils (UCs) of district Karachi 10 (for policy), Sukkur 200 and Shikarpur 90

C. Major Outputs of the Project:

Component I: Early Childhood Education

1. Setting up 300 ECE rooms in 300 public schools in two phases ensuing safe and protected learning space for young children
2. Provision of 300 ECE teachers in the schools for teaching up to the standards defined in the sector plan
3. Government officials, partners, teachers, SCs/SMC, and children and other stakeholders are sensitized about the significance of ECE

Component II: Learning4Access

- 1.1 16500 Out of School Children (OOSC) identified and enrolled in govt. or low cost private schools or Literacy camps
- 1.2 Holding Literacy Camps (located in Village Schools) to enhance learning levels of drop out children and mainstreaming them in govt. schools (70% of target OOSC)
- 1.3 Provision of 300 Para Teachers and Teaching Learning Materials as per need assessment
- 1.4 Capacity building of 60 teachers through cluster/site based trainings
- 1.5 School Enrichment Program (SEP) – Student/Reading/ Health/Sports Club formed in 300 schools
- 1.6 Strengthening 300 School Management Committees/Councils

Component III: Teachers without Frontiers

- 2.1 Capacity building of 1500 teachers/educators for developing content knowledge, understanding and dissemination of Standards based Curriculum through blended medium – face to face and e-learning solutions

Component IV: Learning Assessment (Learning Metrics Task Force/ASER)

- 3.1 Conducting ASER (Annual Status of Education Report) annual survey districts and disseminating ASER survey results through District Launch and ASER Baithaks

Component V: Children Literature Festival

- 4.1 Host 02 district level and 04 school based Children's Literature Festivals (CLFs)

Component VI: Evidence Based Advocacy

- 5.1 Government officials, partners, Teachers, SCs/SMC, and children and other stakeholders are sensitized about Right to Education, Girls Education and the need of enhanced budget spending on Education

Key Actors:

The key actors in implementation of project activities will be:

- District Government and Department of Education
- School Education Department at Provincial Level for oversight and policy support
- ITA and partner organizations

D. Roles & Responsibilities

Both the parties in principle agree to total adherence to Roles and Responsibilities as defined in MoU and to project specific roles and responsibilities of the parties as mentioned below:

Principles of Practice:

1. Total adherence to Government Policies/Education Sector Reform Plans and initiatives in the provision of missing facilities, para teachers and training of teachers, SC/SMC members
2. Schools for partnership will be selected so that they are 60% primary, 30% Middle and 10% high with primary/katchi sections (if possible). Under the project 10-20% target schools will be low cost private schools that will be selected from amongst PEF supported schools and other available low cost private schools in the target locations
3. Complete sharing of all information and work plans on monthly basis with EDO Education and District Govt. on each school along with its EMIS number.
4. Quarterly Progress Reports, monitoring, tracking and performance outputs shared with district and provincial focal person
5. Support from Province and District to ensure that all target schools in districts are provided mainstream budgets, posting of teachers on vacant seats, planning support for sustainability of interventions at the end of the project

Responsibility of the Partner Organization / ITA;

To support partner schools in the areas of:

- Teachers shortage; preferably hired from the local community at its own cost and shall not be entitled to claim any reimbursement for that from DG. A local recruitment committee consisting of head Designate/Teacher, AEO, one School Council member, ITA Representative will be formed and responsible for hiring of para teacher(s);
- Learning materials; Reading Kit/Clubs, summer schools, health and school enrichment program with active participation of children;
- Areas of capacity building of teachers and school council members
- Repairs and maintenance of the school according to specific needs and the best capacity/resources of ITA as per previous practice. ITA along with SC/SMC members will auction the scrap material if obtained during minor repair & maintenance and auction in presence of SC/SMC and community and after proper documentation, a cross cheque will directly be deposited in SC/SMC account which will be used for school development schemes;

Monitoring/Reporting

- To provide regular monthly updates to EDO (Education) and the DG for feedback and review on any issues that need to be addressed /reported

Baselines for Tracking Performance & Improvements

- Baseline Survey of target villages and partner schools will be conducted (pictorial profiles will be maintained).
- Total ___ schools in selected UCs with the help of District Education Department will be identified for partnership
- The baseline will be of: children (aged 3-16 years) enrollment; learning levels; learning environment; teachers' training need assessment
- Baselines will be conducted from April, 2014 to May 2014
- These will become the basis for Project Monitoring Plan (PMP).
- Tracking of key indicators, enrolment, attendance, learning achievements and gender will be undertaken annually and End Project Impact Evaluation against 2014 baselines.

Inventory

- Authorized representatives of DG_ /School/s and ITA shall prepare an inventory of the buildings, furniture and equipment of the school/s to be partnered prior to the initiation of partnership. However the head teacher or teacher in-charge will be responsible for proper use and maintenance of the school facilities including those provided by ITA.

During the Partnership the NGO will NOT create any title, right legal or otherwise in structures, existing furniture, equipment and other paraphernalia, etc of the schools. District Government, District Education Department along with its schools will be the exclusive owner of all the items related to schools and introduced/supported by ITA.

Responsibilities of the Provincial Govt.

- **Formation of a Provincial Steering Committee** - Formation of a Provincial Steering Committee (PSC) or any other preferred nomenclature by the Government of Sindh, Education and Literacy Department (with govt., autonomous bodies, private sector and civil society). The tasks of the PSC will be to oversee the implementation of the project for upstream and downstream linkage to sector plans, other initiatives with synergies and multipliers for ensuring optimum delivery of outcomes and providing strategic support and advocating higher allocation of resources concurrent to building capacity for absorbing more resources, particularly in girl's schools and schools in need.
- **Through Government of Sindh, Education and Literacy Department the PSC will ensure an active relevant focal person/s at the :**
 - Provincial level
 - RSU
 - STEDA/PITE/BoC
 - SEF
 - **District Level- who will also be a project associate provided with additional honorarium to be associated with the field level implementation.**
Who will have complete knowledge of the project and will engage with field visits from time to time to ensure compliance and timely meeting of targets, course corrections and alignment to various relevant initiatives. I
- To provide all inputs from education sector reform program as and when they become available for the partnered government schools according to the government's policy and practice. These are in the areas of:
 1. Provision of missing infrastructure
 2. Distribution of free text books
 3. Teacher Recruitment
 4. Teacher Training
 5. Reactivation of School Councils / School Management Committees
 6. Provision of School Based Budget to School Councils
 7. Stipends to girls in middle and high schools
 8. Awareness Campaign
 9. Monitoring & Evaluation
- To regularize when possible on merit and as per policy para teachers provided by ITA
- Chalo Parrho Barrho (CPB) /Literacy Camps volunteers teachers in regular Govt. schools
 - Facilitate to use Government schools for CPB/Literacy Camps;
 - Permission to collect Schools data (enrolment, Student learning, Teachers assessments etc);
- Facilitation and participation in the trainings at provincial/district level including training venue and government accommodation (where possible);
- Provincial /National/International Advocacy Events

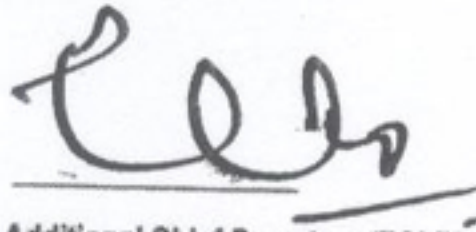
- Sharing logos, personnel as volunteers for the campaigns sparing field staff;
- Facilitation and participation in the events at district/Tehsil level including venue and accommodation (where possible);
- To hold regular quarterly project review meetings at the School Education Department with ITA's provincial team and relevant officers to share progress and resolve issues if any.

If at any stage SED Punjab or ITA realizes that other party has not been able to meet its obligations as delineated in this agreement, will take up the matter with The Secretary School Education, Punjab. In case that all conciliatory efforts have failed to improve the situation, the contract can be terminated, by any party, by serving a three-month notice with mutual understanding.

Notwithstanding anything to the contrary contained herein it is expressly agreed between the parties to undertake project activities as mentioned under Clause 'C' in selected districts of Punjab as mentioned under clause 'B' as per the terms and conditions laid out above.

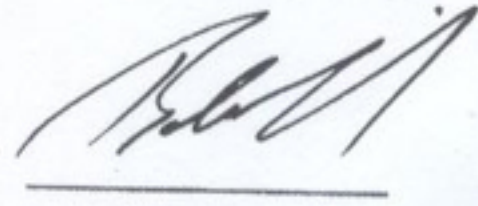
All the appendices make an integral part of this document.

The parties have affixed their signatures below:



Additional Chief Secretary (E&LD)
Govt. of Sindh
Date

DR. FAZLULLAH PECHUHO
ADDITIONAL CHIEF SECRETARY
EDUCATION & LITERACY DEPARTMENT
GOVT. OF SINDH



Baela Raza Jamil
Director Programs ITA
Date

26/3/14