

Department of School Education, Govt of Haryana
Quality Improvement Programme
Project Management Unit
UTKARSH Society, DIET campus, Sector-2, Panchkula, Haryana

Invitation for partners for Quality Improvement Programme

Government of Haryana has embarked upon a massive statewide Quality Improvement Program (QIP), covering 15,000 government schools with 27 lakh students and 1.25 lakh teachers, with the aim of improving learning level outcomes of students in government schools. The department has identified critical initiatives needing interventions and has formed dedicated teams for each of them. Alongside, a Program Management Unit (PMU) has also been set up for the overall project supervision and coordination.

Background and Context

The state of Haryana has over 15,000 government schools, 27 lakh students and 1.2 lakh teachers. Over the past decade, the Govt. of Haryana has successfully implemented a range of initiatives to improve access and equity of public schools in the state. However, similar to other parts of the country, the quality of learning in Haryana is alarmingly low – e.g., only 56% passed the Class XII Board exams (Board of School Education, Bhiwani) in 2011. In addition, learning levels are lower than national averages – e.g., Haryana scored 4-7% lower than national averages for all 3 areas (Reading, Math, EVS) tested by NCERT's National Achievement Survey in Class V in 2011.

In August 2013, the Government of Haryana (GoH) entered into a partnership with a premier consulting organisation to develop a roadmap for transforming Haryana's public schools' learning level outcomes (LLOs). Over the past months, GoH has built a long-term sustainable transformation plan that is based on root-causes of low LLOs in Haryana, as well as best practices/ lessons learned from similar initiatives across the nation (e.g., Rajasthan, Gujarat, Tamil Nadu, Mumbai).

The diagnostic revealed that at the classroom level, there is too much focus on instruction and syllabus with low student engagement in class and next to no feedback mechanism. RTE provisions are often misinterpreted due to lack of awareness (e.g., no detention till class VIII has translated to no evaluations even to guide teaching). Teachers, often without incentives to perform, have limited ability, tools and guidance to teach in Multi Grade Multi Level (MGML) environments – a reality in most government schools.

At the level of the administration, work distribution is skewed away from academics. Starting from Heads of Schools to Heads of Directorates, there is an organizational penchant towards administration with a mindset of compliance. There is limited managerial bandwidth to focus on the strategic agenda due to sub-optimal **HR processes** (leading to complaints and legal cases) and manual and inefficient **data collection processes** (due to no standardized MIS). All of this, within an overall environment that lacks a consistent metric and measurement of LLOs which could drive desired behaviors and decisions.

Given the scenarios, the QIP consists of initiatives to measure LLOs, **orient the overall system towards improvement of academic quality, and address school-segment specific**

issues. This holistic approach addresses not only class-level and school-level drivers of LLOs, but also broader systemic drivers (e.g., state-wide LLO measurement, organizational changes, performance management, state-wide MIS, cultural transformation) to ensure sustainable impact and rapid scale-up of interventions to improve LLOs.

Together, these initiatives form a comprehensive and scalable approach for transforming public school education in Haryana, to ensure high-learning level outcomes sustainably.

Project Components

Given the root causes at the school and systemic levels driving low LLOs, the nine interventions recommended to bring about state wide education transformation include

A. "Measure the problem and track progress"

1. Learning Level Outcome tracking- LLO measurement is critical to continuously measure the health of the system, used to define the vocabulary in the organisation and to develop action items for academic enhancement. LLOs will also input into identifying and rewarding high performing schools, teachers, HMs and thus create a culture of performance and accountability. This initiative focuses on the regular, state-wide measurement of LLOs in Haryana schools (annual and in select grades 3,5,8) and is in line with the Government of India's 12th Five Year Plan document. Measuring learning outcomes emphasizes focus on quality and school level initiatives can be oriented towards outcomes.

B. "Orient the system towards Academic Quality"

2. Org restructuring, APAR (Annual Performance Appraisal Report) redesign-The current organization structure does not provide enough bandwidth to the various stakeholders to focus on education quality. The present structure of SCERT will be modified to include greater focus on academic quality, with clear and defined roles and responsibilities. Monitoring processes and Performance Management are key to building accountability in the system leading to rewards for achievers and guidance to others. APARs for the various posts will be redesigned and rolled out, for better performance management. Linking assessment process output with professional development (e.g., training), promotions and incentives/rewards will be critical.

3. Head Masters as "School CEOs", leadership training-The training of school leadership to make them academic, administrative and instructional leaders is critical for the creation of successful schools. Particularly at public schools, where incentives can be misaligned, school leaders need to transition from a "Leader focused on Administration" to a "CEO for Academic Leadership and Management", who can guide, support and lead teachers and students. An HM eligibility test will be instituted to promote the most motivated school leaders, who will be inducted into the system and trained at a Leadership Academy.

4. Management Information System (MIS)- MIS involves putting in place an IT-based system for the collection, updating and analysis of all education related data for Haryana, which will be regularly updated with information on schools, teachers, HMs and other employees, and will be used for various decision-making processes. MIS provides seamless information availability for all stakeholders while improving decision making and overall

efficiency. The recommendation is to build a robust MIS by consolidating all current IT systems, processes and teams across departments. This will also require significant investment in IT to ensure that all schools have at least one functional computer and over a period of time related connectivity on it.

5. Communication and cultural Transformation (through workshops) - An overall change in the organizational culture, to increase ownership and focus on academics is essential. Active communication and mentoring on desired behaviors together with shared ownership of LLOs across the organization (e.g., HMs can leverage local context to improve school ambience and community engagement) will form the basis of cultural transformation. Cultural workshops will be carried out for district level officers, block level officers, school heads and select teachers. The focus will be on 'training the trainers', so that the training can trickle down through the chain.

C. "Implement School segment-specific initiatives"

6. Pedagogical changes and teacher training –In order to increase engagement of students in class, manage MGML settings, and incorporate "real feedback" to guide instruction, pedagogical recommendations are to include an activities approach to instruction, in-class integrated and extended remedial education and Continuous and Comprehensive Evaluation (CCE). For schools that fulfill an adequate basic infrastructure and staff requirement, these pedagogical interventions will be introduced in a phased manner. Teacher training would go hand-in-hand with pedagogy, with an emphasis on both, pre-service and in-service training.

7. Infrastructure channeling-Schools across the state are at different levels of progress. Some lack basic infrastructure like classrooms and boundary walls, while others have shortages of teachers (improving the Pupil Teacher Ratio). This initiative involves the prioritized allocation of infrastructure to Govt. schools as per their needs. The focus will be on creating a steady stream of pedagogy-ready schools for advanced pedagogical interventions.

8. School merging/consolidation: School merging involves the merging of multiple schools running from within one campus, and consolidation involves combining nearby schools with very few students and teachers into one school. Merging/ consolidation lead to huge improvements in PTRs and reduction in multi-grade, multi-level classrooms. Schools benefiting most from the pilot districts will be identified, and the communication and implementation strategy will be designed. For government aided schools, public private partnerships (PPP) will be explored.

9. Teacher recruitment/deployment-Haryana has about 40,000 teacher vacancies leading to a skewed PTR. Ad-hoc recruitments and transfers are common. This initiative focuses on institutionalizing and regularizing the processes for teacher recruitment and rationalization to deal with the problem of vacancies. Also, interim measures for teacher strength bolstering, will be explored and institutionalized e.g. through workshops and trainings for Block Resource Persons (BRPs) and HMs, and best practices from across the state will be recognized and rewarded.

All initiatives, including the PMU, will be led by employees of the Department of School Education, Government of Haryana. The team has been handpicked by the Department leadership, to ensure the highest caliber people are leading the transformation exercise. However, currently the GoH does not have sufficient in-house capacity to manage a

transformation vision of this magnitude. In order to realize this vision of a transformed school education system in the envisaged timelines, the state government will require a significant amount of support.

While the Directorates, SCERT and district and block level officers manage the roll out and implementation, the **PMU** will guide and monitor the overall management of the project as well as manage stakeholder coordination. **Implementation partners** will be brought on board for specific interventions (LLO tracking, MIS, pedagogical changes and teacher training and building School Leadership). However, it is envisaged that in a period of 3 years, majority of the capabilities will be built within the core Department and this will become a continuously learning organisation in its own right.

This project is envisaged to be a 3-5 year journey where over time all 15000 schools of the state will undergo the transformation and the entire state and district organisations will be oriented towards academic quality.

Invitation from Prospective Partners for QIP

Department of School Education, Government of Haryana is looking for partners in two different but related domains:

1. Branding and communication: There is currently a requirement to brand the overall transformation process/Quality Improvement Program. In addition, various sub-initiatives (e.g. LLO measurement, cultural workshops) may require sub-branding to highlight their importance, increase their visibility and to give them linkages with the overall project.

As the project implementation accelerates, a variety of internal and external communications will also be required including a combination of branding, mass media messaging, targeted messaging and workshop engagement strategies to bring about cultural change in the organization. For this entire body of work, a partner is being sought who can work on the project on an as-needed basis.

2. Technical advisory on change management and capacity building of stakeholders: QIP is a comprehensive transformation exercise that ultimately aims to change the fundamental motivators and behaviours of people. While many 'hard' and a few 'soft' initiatives will be rolled out as a part of QIP, their impact on the mindsets and behaviours of people needs to be continuously monitored and appropriate responses designed and executed. In addition to this, capacity building of teams at all levels – senior leadership, directorates, SCERT, Board, district and block offices as well as schools needs to happen. While QIP addresses the field force from a training point of view, capacity building in the central structures also needs to be undertaken.

For this body of work, a partner is being sought by the Department of School Education, Govt. of Haryana

Requirements for selection of the organisation:

Organisation background: Private organisations/ NGOs who have a proven track record and a qualified team in the area in which they wish to Partner with the PMU.

Working brief: The nature of work being non routine, it requires an in depth understanding of the functioning of the classroom at micro level and the education department at a macro level.

In the technical proposal, the organisation needs to provide/demonstrate:

1. A comprehensive understanding of the QIP
2. An understanding of the module that the organisation is applying for
3. A comprehensive game plan/action plan to deliver against the mandate described above
4. The proposed engagement model of the organisation with GoH – how will you work with GoH to deliver the expected outcomes
5. Identification of metrics of success for each of the modules
6. Description of the team - size and capacity to be put into the project.
7. Detailed case studies and documented proofs on similar work done thus far
8. Commercial Proposals (technical and financial proposals to be in separate envelopes) – Given the evolving quantum of work, commercial proposals need to be submitted in such a manner that the payment for various activities/deliverables can be calculated bottom up. Also, applicants are requested to provide suggestions for linking payment terms with metrics of success.

Terms of engagement

Engagement would be for a period of 3 years. Payments will be made on an activity specific basis as per Government norms.

Commercial Proposals (technical and financial to be in separate envelopes) should reach the office of the Administrative officer ,Utkarsh Society, DIET Campus, Sector-2, Panchkula, latest by 3 pm on 26-5-2014. Shortlisted firms will be called for interaction with the selection committee, before a final decision is taken.

Note: Please refer Annexure A-D for Technical & Financial Bid Proforma and Evaluation Criteria

Administrative Officer

LIST OF ANNEXURE

- A. Pre-Qualification Criteria**
- B. Proforma for Technical Bid**
- C. Eligibility & Technical Evaluation Criteria**
- D. Proforma for Financial Bid**

Annexure A

PRE QUALIFICATION CRITERIA

The tendering agency for Quality Improvement Programme must fulfil the following technical specifications in order to be eligible for technical evaluation of the bid:

- a. The Registered Office or the Branch Office of the agency should be located either in Delhi / New Delhi or in any of the Satellite Towns of Delhi. An attested copy of the registration certificate of offices in Delhi/NCR shall be enclosed.
- b. The agency must have a minimum of 5 years experience in Branding & Communication / Technical Advisory on Change Management & Capacity Building to reputed private companies / Public Sector Companies / Banks / Central and State Government Departments. Details of contracts with Central Govt. / Semi Govt PSUs / Bank / reputed private firms in last five years along with attested copies of the supply order shall be enclosed.
- c. The agency should have its own Bank Account. Certified copy of the account for the last three years issued by the Bank shall be enclosed.
- d. The agency (not individual) should have a PAN number. Certified copy of the PAN card shall be attached with the Bid document.
- e. The agency (not individual) should be registered with Service Tax departments. Certified copy of the registration shall be attached with the Bid document.
- f. The agency should be registered with appropriate authorities under Employees Provident Fund and Employees State Insurance Acts. Certified copies of the registration with EPF and ESIC shall be enclosed with the tender document.
- g. The Agency must be registered under Contract Labour (Regulation & Abolition) Act 1972. Registration & license No. of the agency must be submitted along with the documents.

Annexure B

PROFORMA FOR TECHNICAL BID

1	Name of Agency	
2	Profile of the agency	
3	Name of proprietor/Director	
4	Full Address of Registered Office	
	a. Telephone No. b. Fax No. c. E-mail Address	
5	Full Address of Operating/Branch Office	
	a. Telephone No. b. Fax No. c. E-mail Address	
6	Banker of Agency with Full Address (Attach certified copy of Account for the last three years issued by the Bank) Telephone number of Banker	
7	Registration No. of the Agency under the Companies Act (Attach attested copy of the Registration)	
8	Registration and Licence No. of the Agency under Contract Labour (Regulation and Abolition) Act, 1972 (Attach attested copy of the Registration)	
9	PAN No. of the Company (Attach attested copy of PAN card of the Agency)	
10	Service Tax Registration No. (Attach attested copy of the registration certificate)	
11	EPF Registration No. (Attach attested copy of the registration certificate)	
12	ESI Registration No. (Attach attested copy of the registration certificate)	
13	Organizational area of focus (e.g., Developmental sector, Government, Corporate)	

14. Financial turnover of the Agency for the last 3 Financial Years: (Copy of the IT return filed during last three financial years and Copy of the Turnover statement of last three years duly certified by Chartered Accountant to be attached).

Financial Year	Amount (Rs. Crore)	Remarks, if any
2011-12		
2012-13		
2013-14		

15. Offices of the Company/Firm/Agency across the country Attested copies of the registration certificate of branch offices shall be enclosed)

Sr. No.	Office complete Address
1	
2	
3	
4	
5	

16. Number of Employees on the rolls of the Agency (Proof thereof may be enclosed)

Financial Year	Number of Employees (category-wise break-up may be provided)
2011-12	
2012-13	
2013-14	

17. Details of major contracts with Central Government/State Governments/PSUs/ Reputed Private Firms handled by the agency for providing similar work on Branding & Communication / Technical Advisory on Change Management & Capacity Building during the last five years in the following format (attested copies of the last five years work award may be enclosed) Please also attach sample reports of work done:

Sr. No	Details of client along with address, telephone & FAX numbers	Amount of Contract (Rs. In Lacs)	Duration of Contract		Type & Description of Contract	
			From	To	Branding & Comm.	Change mgmt. / Cap. building
1						
2						
3						
4						
5						

(If the space provided is insufficient, a separate sheet may be attached)

18. Awards won by the agency. The agency should provide photocopies of the awards & copies of the published material as proof of award

Sr. No.	Name of client	Duration of contract	Work Done	Award Details
1				
2				
3				
4				

19. Write briefly (not more than 200 words) on your understanding of QIP and the role your Agency envisages playing in QIP with regards to work on Branding & Communication / Technical Advisory on Change Management & Capacity Building
20. Write briefly (not more than 500 words) on the proposed Communication strategy (e.g., brand vision, stakeholders to address, communication channels to pursue, recommended messaging frequency)/ Change Management & Capacity Building strategy (e.g., change management approach, sustainability measures) for a five year period, including any new and innovative ideas.
21. Describe the proposed methodology (e.g., overall approach, key activities, major deliverables), including a detailed project plan with timelines, on Branding & Communication / Technical Advisory on Change Management & Capacity Building
22. Briefly describe the team size and capacity to be put in the project. Please attach the curriculum vitae of the team lead involved in the project on Branding & Communication / Technical Advisory on Change Management & Capacity Building. Also suggest the engagement model of the organization with Govt. of Haryana – (e.g. details of review meetings, trainings, man-power requirements from the GoH, escalation mechanisms)

Note – Kindly use template prescribed below for describing educational qualifications and relevant work experience of Team proposed.

Sr. No.	Proposed role	No. of resources	Area of expertise	Key responsibilities

23. Briefly list down and describe how you will create metrics to measure the success for Branding & Communication / Technical Advisory on Change Management & Capacity Building
24. Any other specific information relevant to Branding & Communication / Technical Advisory on Change Management & Capacity Building you would like to share.

Signature of authorized person

Date:

Name:

Place:

Seal:

Annexure C

ELIGIBILITY AND TECHNICAL EVALUATION CRITERIA

1. Only those bids/tender meeting the eligibility criteria will be evaluated as per the parameters mentioned below for a project:

Sr. No.	Particulars	Max. Marks
1.	General Eligibility Criteria	20
2.	Project Specific Evaluation Criteria	25
3.	Understanding of Scope of Work	15
4.	Approach & Methodology	15
5.	Project Plan and Timelines	10
6.	Manpower/ Resource Deployment & engagement model with GoH	10
7.	Metrics to measure success in Branding & Communication / Technical Advisory on Change Management & Capacity Building	05
Total		100

2. **Technical Bid Evaluation:** Technical Bid will be assigned a technical score out of a maximum of 100 points. Bidders with technical score of 70 and above will qualify for the evaluation in the commercial process.

Note: Minimum absolute technical score to qualify for commercial evaluation is 70.

3. **General Eligibility Criteria:** The bidder/consortium would be evaluated as per following evaluation criteria

S. No.	Particular	Criteria	Max Marks
1	Years of existence (Y)	5<Y=7 : 2 7<=Y<=9 : 4 Y > 9 : 5	5
2	Organizational area of focus	Developmental Sector (Health, Edu) : 15 Government & PSU: 10 Corporate: 6 Others: 4	15
Total			20

4. Project Specific Evaluation Criteria for Project:

1.	Minimum 1 project demonstrating independent capacity in Branding & Communication / Technical Advisory on Change Management & Capacity Building	P1=1 : 10 P1 = 2: 15 P1= 3:20 P1 =>4 : 25	25
2.	Understanding of Scope of Work		15
3.	Approach and methodology		15
4.	Project Plan and Timelines		10
5.	Manpower and resource deployment (CVs of key professionals in the project team) & engagement model with GoH		10
6.	Metrics to measure success in Branding & Communication / Technical Advisory on Change Management & Capacity Building		05
Total			80

Annexure D

PROFORMA FOR FINANCIAL BID

1. Name of the Firm:
2. Address of the Firm:
3. Telephone no.:
4. E-mail ID and alternate e-mail ID:
5. Fax no.:
6. Mobile no and alternate mobile no.:

Please provide rates for individual modules below. Please specify additional details on the items in case quote is for a particular size/range. If the space provided is insufficient, a separate sheet may be attached. In the blank rows, please provide quotes for any other channels that you would recommend:

I. Branding & Communication

Sr. No.	Item	Rate per Item
1.	Logo identity design / design template / print creative	
2.	Advertorial design for release in domestic newspapers – of (i) 100 sq.cm.; (ii) 100-300 sq. cm.; (iii) >300 sq.cm.	
3.	Newsletter in Hindi & English on identified themes – A4 size per page	
4.	Radio advert / audio clip on identified themes for domestic market – of 30/20/10 seconds duration	
5.	Television commercials / Video clip of 60 seconds duration with 30/20/10 second edits	
6.	Script for radio advert upto 60 seconds	
7.	Script for television commercial upto 60 seconds	
8.	Press article for release in domestic newspapers – approximately 200/300 words	
9.	Posters on identified themes – with high quality printable images	
10.	Brochures in Hindi & English on identified themes – of ~30-40 pages, with ~50 high quality prints per brochure	
11.	Creative campaign for online media	
12.	SMS channel / campaign – for messaging ~150,000 individuals	
13.	Desk/Wall Calendar on identified themes – design of calendars would include provision of suitable images	
14.	Outdoor media – poster billboards 5' high X 11' wide on primary and secondary roadways for local presence	
15.	Size adaptation	
16.	Language adaptation	
17.	Supervision charges Production	
18.	Book – (i) cover page; (ii) inside page	

***Note:** Third party / photography / film production to be taken as actuals by calling three minimum quotes. All travel and stay on actuals.

II. Technical advisory on change management and capacity building of stakeholders

Sr. No.	Item	Rate per man day
1.	Consulting on change management strategy to various stakeholders (e.g., QIP leadership team)	
2.	Field work / workshops with stakeholders (e.g., teachers, HMs, district officials, Directors at headquarters)	
3.	Capacity building campaigns for stakeholders at school, block, district and headquarter (e.g., SCERT) levels	
4.		
5.		

Authorized Signatory _____

Name _____

Designation _____

Date:

Full Name:

Place:

Seal: