



Sindh Education Foundation
Government of Sindh

SAY NO TO CORRUPTION

Ref: SEF/704/2023
Date: 27th June 2023

NOTE FOR THE PRINCIPAL SECRETARY TO THE CHIEF MINISTER SINDH

Subject:

Draft Minutes of the SEF Board of Governors Meeting held on April 18th, 2023, under the chairmanship of Honorable Chief Minister, Sindh at Chief Minister's Secretariat

With reference to the Board of Governors meeting held on April 18th, 2023, the draft minutes of the meeting are submitted for kind perusal and approval of the Honorable Chief Minister Sindh.

2. It is also pertinent to highlight here that during this meeting the BoGs approved the recommendations of the E&FC meetings held in June 2021, Oct 2021, May 2022 and January 2023 for improving SEF's operations and management. However, for the 'Accelerated Digital Learning Program', the Board approved the proposal with the direction that the same be placed before the Cabinet for partnering with Teach the World Foundation through exemption of competitive selection process. Similarly, for the proposal of procurement of vehicles for SEF, the Board directed to place summary before the Cabinet for approval.

Accordingly, both summaries for the Cabinet, after due process, have been sent to Cabinet Section for consideration in the next Cabinet meeting.

The draft minutes may kindly be submitted to the honorable Chief Minister / Chairman SEF BoGs for necessary approval.

[Signature]
27.6.23
Abdul Kabir Kazi
Managing Director

5. The Principal Secretary to the Chief Minister, Sindh

Hon'ble CM may like to approve the draft minutes

6. *Hon'ble CM*

Approved.



SEF/784/2023



Sindh Education Foundation
Government of Sindh

Subject: Minutes of the 12th Board of Governors meeting held on April 18th, 2023 under the Chair of the Honorable Chief Minister Sindh / Chairman Board of Governors

In attendance:

1. Syed Murad Ali Shah, Honorable Chief Minister Sindh / Chairman
2. Syed Sardar Ali Shah, Minister Education & Literacy, Govt. of Sindh/Vice Chairman
3. Dr. Sohail A. Rajput, Chief Secretary Sindh / Official Member,
4. Mr. Muhammad Hassan Naqvi, Chairman, Planning & Development Board, Govt. of Sindh / Official Member,
5. Mr. Ghulam Akbar Laghari, Secretary, School Education & Literacy Dept., Govt. of Sindh / Official Member,
6. Mr. Sajid Jamal Abro, Secretary, Finance Dept., Govt. of Sindh / Official Member,
7. Dr. Kaiser Bengali, Official Member, BOGs
8. Dr. Muhammad Memon, Official Member, BOGs
9. Mr. Nazir A. Tunio, Member, BOGs
10. Mr. Abdul Kabir Kazi, Managing Director / Ex-officio Member / Secretary BOGs

On special invitation:

11. Mr. Abdul Rahim Shaikh, Secretary to the Chief Minister Sindh
12. Ms. Sadaf Anees Shaikh, Deputy Managing Director (Operations), SEF, Govt. of Sindh.
13. Mr. Altaf Shaikh, Deputy Secretary, CM Secretariat
14. Mr. Mubashir Mirza, Deputy Director, PSDU, SEF, Govt. of Sindh.



The meeting commenced with the recitation of the Holy Quran. The Honorable Chief Minister Sindh / Chairman welcomed the participants and asked the Managing Director (MD) to present the agenda. The MD thanked the Chairman and the Members of the Board apprised that the last meeting of this forum was held on 13th January 2021 and since then four meetings of the Executive & Finance Committee (E&FC) have also been held and the recommendations thereof are also placed as an agenda today.

Agenda # 1: Compliance update on the decisions taken through circulation by the 11th BOG

The MD apprised that compliance has been made against all the decisions accorded in the 11th meeting of the Board except a few items which are in process. The compliance report was placed before the Board including the updates.

Decision:

The decisions of the Board on the compliance report are incorporated and attached at Annexure-A.

Agenda # 2: Agenda items recommended by the Executive & Finance Committee (E&FC) in its 8th, 9th, 10th and 11th meeting for BOGs' approval

2.1 Approval of recommendations of the Executive & Finance Committee (E&FC) made vide 8th, 9th, 10th and 11th meetings of the E&FC

The MD apprised the Board that since the last meeting of the BoGs, four meetings of the E&FC have been held. He further informed that in accordance with the direction of the Board, the Foundation has implemented key recommendations of the E&FC. He further submitted that the minutes of the E&FC meetings (8th, 9th, 10th and 11th), as shared in the working papers, were placed before the Board for approval. The MD also pointed out that some of the key recommendations of the E&FC which require deliberation of the Board are also presented as sub-items to this agenda (Item # 2.2 to 2.7).

The Board acknowledged the proceedings of the E&FC and affirmed that in order to ensure smooth operations of the Foundation, it is imperative that the key recommendations of the E&FC are timely implemented and subsequently placed before the Board for endorsement for which the Board meetings should be held more frequently. Mr. Kaiser Bengali, Chairman of the E&FC apprised that the Committee has been scrutinizing the operational and financial matters of the Foundation diligently and appreciated the efforts of the Foundation in preparation of Agenda for the meetings of the E&FC and the compliance thereof.



Decision:

The Board approved the recommendations of the E&FC as elucidated in the minutes of the 8th, 9th, 10th, and 11th meetings of the E&FC with a few observations and directives incorporated and attached at Annexure-B.

2.2 Procurement of vehicles

The MD apprised the forum that the SEF Head Office is currently located at NICL Building on Abbasi Shaheed Road, Karachi, with 06 Regional and 14 District offices located throughout the province. In recent times, the Foundation has taken a major step and enhanced its organizational footprints and improved its programmatic portfolio. The number of Foundation Assisted Schools (FAS) and SEF's NFE centers has increased to more than 2,700 the enrolment is up to 850,000 students, while it has established 03 new regional office at Karachi, Larkana & SBA also 05 new district offices in Ghotki, Qambar Shahdadkot, Naushero Feroze, Jamshoro, Sanghar. There is 01 satellite office at Sehwan & two satellite offices in Tharparkar, Khairpur districts are under consideration.

Furthermore, earlier the Foundation's operations were centralized with bulk of work was operated from Karachi whereas serious efforts have been made to strengthen the regional and district offices to improve local operations for effective oversight to ensure sustainability. A significant portion of our intervention takes place in difficult terrains such as the coastal belt and desert areas from Nangerparker to Nara and Sehwan to Qamber Shahdatkot which necessitate the use of four-wheel drive vehicles.

It was also highlighted with the Board that in the FY 2018, the Foundation had purchased 21 new vehicles to strengthen its operation for 1,800 Schools having 450,000 students' enrollment, with three Regional and District offices. It was further submitted that expansion in portfolio has resulted in increased level of engagement with partner schools for training, school support, monitoring, and supervision. However, to manage our existing operations, the Foundation presently has a fleet of 92 vehicles for use at the head office as well as regional and district offices; out of which 50 vehicles have completed their useful life as per vehicle use & maintenance policy approved by the Board, while 02 vehicles are meant for cargo purpose only, leaving 40 vehicles only for staff/field duties which makes it difficult to impart our duties swiftly. However, the administration has kept these vehicles maintained so that operations may not suffer.

Earlier, in year 2020, the Foundation had auctioned 26 vehicles after due process and Rs. 18.77 million were the proceeds from that auction of vehicles. The Board was apprised that the E&FC has already endorsed the proposal of the Foundation allowing utilization of the auction proceeds for purchase of vehicles. Moreover, SEF is faced with a shortage of those 26 vehicles as well as



the number of vehicles commensurate with such unprecedented expansion witnessed by SEF. As a result of the foregoing, the Foundation is in desperate need of vehicles, and it may be permitted to acquire the proposed minimum number of new 24 vehicles to meet the urgent needs of its field operations and activities. The Foundation has allocated Rs. 100 million in the CFY 2022-23, with no additional implications.

The details of the proposed vehicle procurement were presented to the SEF Executive & Finance Committee which was endorsed by the E&FC with the recommendation that the request be brought before the Board of Governors. The same was also sent to the Chairman BoG SEF/ Chief Minister Sindh which was duly approved vide letter No. SO(V)/CMS/SEF/ (3)/2022/1284 dated 25th March 2022 and the honorable Chairman had directed to take the proposal to the Board before initiating summary for the cabinet. The proposal of the Foundation, as recommended by the E&FC for approval of the Board was presented to the Board.

The MD also pointed out that since the endorsement of the proposal of the Foundation for procurement of vehicles, there has been a huge increase in the prices of the vehicles. Keeping this in mind, the Board was requested to allow the management to adjust the number of vehicles keeping in view the spot prices and the budget available with the Foundation.

Decision:

- i. *The Board approved the utilization of auction proceeds for the proposed procurement of vehicles.*
- ii. *The Board further directed the management to submit a Summary for the Cabinet for the procurement of vehicles according to the availability of funds in SEF's budget.*

2.3 Utilization of Vans

The MD informed that Board that the Foundation had purchased (12) Toyota Hiace Vans (model 2018) for utilization at schools under FAS in order to facilitate students residing in hard areas with the approval of Honorable Chief Minister, Sindh accorded on November 10, 2017 and BoG dated May 04, 2018. But the plan could not be implemented due to the transition of management and then subsequent breakout of COVID-19. Moreover, when Mr. Saeed Ghani, the then Minister Education & Literacy, Sindh was subsequently approached on the matter of distribution of vehicles, he opined that having these vehicles distributed in just a few schools with maintenance being the responsibility of SEF may not be advisable, given the expansion plans of SEF.

The E&FC in its meeting dated 21-10-2021 was apprised with the situation and it was proposed that the 04 vans may be handed over to Partners under the Sindh School Education Scholarship Program (SSESP), i.e. Public School Gadap, Public School MPK, Public School Hyderabad, &



NJV Govt. Higher Sec. School, Karachi. Whereas driver salaries, taxes, insurance, tracker, POL and maintenance of vehicles will be borne by partner and the registration of the vehicles may accordingly be transferred in the name of the partner institution. On the other hand, the remaining 08 vans may be handed over to Regional and District Offices, keeping in view of the demand arise due to the establishment of new offices and existing vehicles in concerned Regions / Districts. The proposed plan of distribution of vans (Toyota Hiace, model 2018) as aligned with the E&FC vide minutes of meeting on dated 21-10-2021 reference no. SEF/120/2021 was presented to the Board.

The Chairman enquired whether this proposed distribution plan is in sync with the proposal of procurement of vehicles in previous agenda item; the MD submitted that both the proposals are in sync and the requirement has been rationalized keeping in view the expanding operations of the Foundation and the establishment of Professional Development Centers at every region.

Decision:

- i. *The Board accorded approval of the recommendations of the E&FC for the distribution and utilization of the 12 Hiace Vans, with 08 vans to be utilized at SEF and 04 vans to be handed-over to Scholarship Partnership Institutions.*
- ii. *The Board further directed the management to ensure proper handing-taking over / transfer to Partner Institutions with compliance of the terms recommended by the E&FC.*

2.4 STBB Books supply and purchases

The MD apprised the Board that the students studying in SEF schools were receiving free of cost STBB books since many years. However, in the year 2020-21, the Sindh Text Books Board raised a demand of Rs. 337,330,954 against course books. The matter was discussed with the then Secretary SE&LD who assured that the required number of books will be provided on time and free of cost. However, the STBB had once again forwarded a reference asking for payment of the books. Meanwhile, the matter was again taken up with Secretary SE&LD who ordered for distribution of books to SEF on immediate basis but the required number of books did not reach the students at Foundation Assisted Schools (FAS) despite commencement of Academic Year (2021-22). Subsequently, in a meeting with the Finance Department, GoS, the Foundation also proposed that the Finance Department may either build the cost of STBB books in the SEF's budget or make necessary allocation as per SEF's request in the budget of STBB. Moreover, in a recent litigation, the honorable High Court (Sukkur Bench) vide C.P. No. D-42 of 2023 has also ordered the School Education & Literacy Department and the STBB to ensure that the required number of books are provided to all schools supported by the government without fail.

The MD further informed that given the urgency in mid-year, the Foundation had also raised a requirement of books which are additionally printed for the SEF students based on the need of the



schools and were subsequently provided by STBB. Accordingly, the Foundation has made two payments to STBB from SEF's budget of CFY, each amounting to Rs. 26 million (total Rs. 52 million) for which Ex-Post Factor approval of the Board is also requested.

The Minister Education & Literacy highlighted that the issue of shortage of supply of books has remained a big challenge for the government. The Secretary SE&LD informed the Board that he has directed STBB to ensure that the required quantities of books for SEF are timely supplied. However, the STBB is also faced with a challenge of budget deficit and increasing prices of paper. He also informed that currently, STBB does not have any separate allocation of budget for SEF.

The Chief Secretary suggested that the SEF may include the cost of books in its annual budget and the allocation may accordingly be made by the Finance Department so that SEF can make the books available to the students through STBB or any other source as per requirement, in a timely manner. The Chair enquired if the Finance Department, had any observations on the suggested mode. The Secretary Finance endorsed the idea.

Decision:

- i. *The Board directed that the SEF will include the cost of books as a separate budget line in its annual budget from BY 2023-24 and further directed the Finance Department, GoS to ensure the allocation and release of funds for procurement of books.*
- ii. *The Board directed Secretary SE&LD to ensure that the supply is ensured by the Sindh Text Books Board and the requirements of the Foundation are met timely. The Board directed to have the operational terms decided among SEF and STBB at management level.*
- iii. *The Board accorded Ex-Post Facto approval for the two payments amounting to a total of Rs. 52 million made by SEF to STBB for additional requirement of the books for current academic year 2022-23 (FY 2022-23).*

2.5 Reimbursement of the complete expenditure on Board Examination Fee

The MD apprised the Board that the Foundation has been partly reimbursing the 'fee' of the Education Boards for board examinations covering enrollment, registration and examination fee in line with the SE&LD notification on the subject matter to the Partners. However, the Foundation is reimbursing only 30% as per the previous approval of the Board, while the remaining 70% is paid by the Partners. With recent focus by the Foundation on provision of secondary and higher secondary education, the number of students from grades 9-12 has increased substantially. Resultantly, the cost has increased. Hence, it is no longer possible for the Partners to pay the difference. Parents are not willing to pay the remaining amount as well, as the Government has announced 100% exemption of the examination fee charged by the Boards.



The Foundation, in the 9th meeting of the E&FC proposed for either reimbursing the complete fee to the partner on actual basis as claimed through Bills / Vouchers (challans) or to allow the Foundation to issue clear instruction allowing the partner to collect the remaining fee from the parents.

Dr. Kaiser Bengali, Chairman, E&FC opined that the Foundation is already serving the most deserving strata of the society and in order to promote higher education, the exemption of Board Fee is an important incentive. Hence, the E&FC has recommended that the Foundation should cover the complete expenses / cost of the Board Fee as applicable on the Foundation Assisted Schools in line with the decision of the government.

Dr. Muhammad Memon (Member BoGs), apprised the BoGs that the situation at the 'Education / Examination Boards' is very critical. The cycle of quarterly fund releases also causes much problems for Boards as the funds are received after a considerable delay. He pointed out that the revenue streams of these Boards are crucial for their sustenance and ensuring improvements in the examination system in the province.

Chair agreed with the opinion of Dr. Kaiser Bengali and the recommendation of the E&FC and directed that allocation be kept in annual budget of the SEF for the purpose of reimbursement to the partners or the Boards, as the case may be.

The MD added that the Foundation is also faced with a delays in fund releases which hinders key operations of the Foundation as a quarter release is received at the end of a quarter.

Decision:

- i. *The Board approved the recommendation of the E&FC and allowed SEF to pay the complete expenses / cost of the Board Fee as applicable on the Foundation's Schools/Centers and directed the Finance Department, Govt. of Sindh to keep required allocation in annual budget of the SEF to release the budget accordingly.*
- ii. *The Chair directed the Secretary Finance, Govt. of Sindh and the Secretary SE&LD to ensure that the quarterly release of funds to SEF must be processed timely as the Foundation provides financial support to schools which is imperative for school operations.*

2.6 Revision of SEF Allowance

The MD informed that the SEF Pay Group was notified by the School Education & Literacy Department in 2016 which included SEF Allowance as a component of Pay to bring the salaries



of the SEF employees at par with the government employees. Subsequently in 2017, the Government of Sindh had revised the Project Allowance vide office memorandum No.FD(SR-III)5-29/2008(B) dated 21st September 2017 of the Finance Department, Govt. of Sindh. However, this increase has not yet been adopted by the Foundation. Therefore, in order to bring the SEF Allowance at par with Government's policy in vogue, it was proposed that the SEF Allowance may be revised.

In this regard, the E&FC in its 10th meeting dated 26th May 2022, after due consideration, recommended the increase in SEF Allowance with 40% increase for lower grade employees (PG 1-5) instead of the proposed 35% for the approval of the Board (w.e.f. July 2022) with an estimated financial implication of Rs 58.956 Million per annum. The following proposal, rounded off to nearest significant figure, was presented to the Board:

SEF PAY GROUP	EXISTING SEF ALLOWANCE (Rs.)	REVISED SEF ALLOWANCE (Rs.)
1	8,000/-	12,000/-
2	10,000/-	14,000/-
3	10,000/-	14,000/-
4	12,000/-	17,000/-
5	14,000/-	20,000/-
6	15,000/-	20,000/-
7	15,000/-	20,000/-
8	18,000/-	23,000/-
9	25,000/-	32,000/-
10	40,000/-	52,000/-
11	50,000/-	63,000/-
12	75,000/-	93,000/-
13	150,000/-	190,000/-
14	175,000/-	220,000/-
15	180,000/-	225,000/-

Dr. Kaiser Bengali and Mr. Nazir Tunio supported the proposal saying that the operation of the SEF has expanded in last three years however it has remained constrained as far as human resource is concerned.

Ms. Sadaf Anees, DMD (Operations) opined that it has become difficult to retain the trained employees as their salaries remain lower as compared to the market or salaries of the government employees and that is the reason that many employees leave their jobs to join the donor agencies while many have joined as government teachers.

The MD further informed that the Board had already accorded approval to allow the Foundation to incorporate the annual increment in the pay of its employees as announced by the Government in the budget. In this regard, the Foundation has also revised the pay scale after revision of scales as announced by the Government in 2021-22.



Decision:

- i. *The Board unanimously approved the revision of SEF Allowance as recommended by the E&FC, rounded off to the nearest significant figure and to be implemented w.e.f. July 2022, which will be managed from SEF's budget for its Establishment.*
- ii. *The Board endorsed the revision of SEF pay scale as per the announcement of the Government in the budget of 2022 and reiterated to have this instituted as a matter of policy for any subsequent revisions made by the government from time to time in line with previous decision of the Board dated 11th May 2017.*
- iii. *The Board further directed that the notification of the revised Pay Group of SEF shall be issued by the Foundation.*

2.7 Annual Students' Assessment (AY 2022-23)

The MD informed the Board that the 'Annual Student Assessment' is one of the two main pillars of Accountability mechanism of SEF, the other being the Monitoring of the schools by Monitoring & Evaluation Unit directly reporting to MD, SEF. However, keeping in view the post flood situation last year and shortage of STBB books, it was not feasible to conduct assessment of 100 percent of the schools. The DMD (Operations) highlighted that the E&FC was apprised of the issues that the Foundation was facing in this regard, during its 11th meeting held on 6th January, 2023. As per direction of E&FC and Academic Sub-Committee to explore different models for conducting assessment (as the portfolio of Foundation is expanding), following assessment mechanism has been adopted for Assessment 2022-23.

- i) Assessment of 185 schools was conducted for two grades (grade 4 and grade 7) for 100 % of the students in Karachi region targeting 6004 students.
- ii) A Validation exercise for validating internal assessment of 100 Middle and High schools will be carried out in May 2023. The purpose is to strengthen the assessment capacity of the schools themselves.
- iii) The process of hiring of consultant for reviewing the Assessment Design and Implementation is at the final stages as endorsed by E&FC in its 11th meeting.

The MD informed the Board that by way of adopting this model, especially in the wake of the devastation caused by the floods, the SEF could not execute the 100% assessment of its schools which was a contractual obligation and hence seeks the Board's approval to waiver of the Annual Assessment (2022-23).

The Board was further apprised by the MD that keeping in view the scale of expansion of the Foundation's portfolio and the learning from pandemic, the Academic Sub-Committee has also advised that it was imperative that alternate models of learning and assessments be explored and evolved for which the Foundation has initiated the process through experts. Dr. Muhammad



Memon, Chairman Academic Sub-Committee endorsed the statement saying that Foundation needs to evolve the assessment system based on best practices being used in the region.

Decision:

- i. *The Board granted waiver of Annual Assessment (2022-23) for 100% SEF's schools and approved the model proposed by the management for SEF Students Assessment 2022-23 with the direction that in future such operational matter linked with the contractual clauses be handled at the level of management and only reported to the E&FC and the Board.*
- ii. *The Board further authorized the management to explore models for improved academics (including training, academic support and assessment) at SEF's schools under the overall supervision of the Academic Sub-Committee.*

Agenda # 3: Endorsement of approvals accorded by the Chairman vide Note for Principal Secretary (No. SEF/264/22 dated 04-02-2022)

The MD informed the Board that it was directed in the last meeting by the Board that in the matters pertaining to administration and that of urgent nature may be implemented by the management on the recommendation of the Executive & Finance Committee (E&FC) and brought to the Board in next meeting for endorsement. Accordingly, some of the matters recommended by the E&FC in pursuance of some decision of the Board or having policy implications were needed to be placed before the Board for which a Note for the Principal Secretary to the Chief Minister / Chairman BoGs was submitted highlighting the compliance status of the decisions / recommendations of the E&FC for the kind perusal and approval of the honorable Chief Minister / Chair BoGs.

The honorable Chief Minister / Chairman BoGs, after perusal of the Note passed orders vide the Directives No. SO(V)/CMS/SEF/(3)/2022/1284 dated 25th March 2022, for further necessary action by the Foundation, where required. The Board was further apprised that the financial implications of the decisions have already been included in the SEF's Annual Budget Estimate and the same are placed at Agenda item # 7 for the perusal of the Board members.

Decision:

The Board perused and endorsed the recommendations and directions as accorded in the aforesaid note by the Hon'ble Chief Minister, Sindh/Chairman BOGs and directed to make it part of the minutes (Annexure-C).



Agenda # 4: Progress Updates

With the permission of the Chair, the MD and the DMD jointly presented the progress updates of the Foundation highlighting the key accomplishments of SEF in the last three years. The key features of the presentation with comments from the Board are given below:

S#	Progress Updates	Input / Directions of the Board
1	Portfolio expansion	
a.	Foundation Assisted Schools Establishment of more than 920 Foundation Assisted Schools across Sindh under the SEF's per child financing model bringing around 275,000 students into SEF's enrollment bracket with more enrollments projected in the next years.	The Board acknowledged the expansion of the Foundation Assisted Schools and directed Finance Department to ensure required budget allocations based on expansion initiatives.
b.	People's School Program Launch of People's Schools Program through operationalization of 32 govt. buildings under SEF's per child financing model with enhanced subsidy bringing more than 14,000 enrollment in first year. The Board was apprised that there is still pressure of admissions in these schools despite saturation with communities demanding admission in second shifts. Support from SE&LD and PMIU was also acknowledged by SEF.	The Board appreciated the efforts of the SE&LD and SEF for operationalization of these schools and directed SE&LD and Finance Department to extend support to SEF and allowed the management to decide on the double shift as this was an operational matter but also depending on the financial space.
c.	Non-formal Education (AALTP) DMD informed that the Foundation has signed MoUs with M/s Legal Rights Forum (LRF) and M/s ACTED through which the post-primary education of more than 3000 girls has been secured in the district Shikarpur. In year 2022, approximately 3800 learners of AALTP got certified with primary equivalency making it possible for them to pursue post-primary education in mainstream schools. Likewise, 1200 learners were provided skill development while 1500 learners will be skill certified in 2023. In addition to this, the Foundation has recently signed MoU with RSU through which 2000 learners will be financed under the world bank funded ASPIRE project while the Foundation has planned for opening of 200 new NFE centers across Sindh in the next financial year.	The Board approved the Foundation's partnership with LRF and ACTED and appreciated the steps taken to secure girls' education. The Board also acknowledged the collaboration of SEF and RSU under the Project ASPIRE and appreciated Secretary SE&LD and MD SEF for this initiative. Moreover, the Board endorsed the AALTP expansion by way of establishing new centers and directed SE&LD and Finance Dept. to provide required support to SEF.
d.	Sindh School Education Scholarship Program The DMD apprised that the Foundation is supporting more than 4000 scholars in various partner institutions under the Sindh School Education Scholarship Program including 719 girls and 3285 boys. The Board was apprised that the students under	The Board acknowledged the progress made by SEF under SSESP and directed the Foundation to showcase these achievements. The Board also acknowledged the SEF's steps for strengthening



	<p>SSESP are yielding notable results and are becoming pioneers of change in their local communities. The SEF has also recently signed MoU with the partnering Cadet Colleges to formalize the institutional arrangement approved by the Board. The SEF's financial proposal for sustaining the SSESP was listed for consideration of the Board in a separate agenda item. It was apprised that Hon'ble Chief Minister has recently approved a summary on the recommendation of the Secretary Finance for allocation of additional funds in next year to meet the enhanced demand of the Scholarships program.</p>	<p>partnerships with institutions like Cadet Colleges and allowed SEF to explore more avenues of collaboration under the approved SSESP Policy and appreciated the coordination between Finance Department and SEF in meeting the demand.</p>
e.	<p>Adopt-a-School Program</p> <p>The MD informed that the SEF mainly plays a coordinating role in the Adopt-a-School Program of the SE&LD which currently has more than 500 schools catering to over 120,000 enrollment. The SEF had earlier proposed reforms in the program and honorable Chief Minister Sindh had assigned the task to Chief Secretary. Now, the SE&LD and SEF have jointly made the recommendations which are required to be presented to the Chief Secretary, Sindh for his consideration.</p>	<p>The Board noted the status of the program. The Chief Secretary opined to have a meeting of the reform committee and directed Secretary SE&LD and MD to submit a comprehensive proposal. The Minister E&L pointed out that there are a number of educational institutions in the province which are leased out to certain organizations or adopted by philanthropists. Some of these institutions like NJV School, DCTO School Lyari and Korangi Public School are also provided financial support. The Minister raised an observation on the sustainability of such institutions as the prime responsibility for the provision of education and maintenance of public sector institutions remains with the government. The MD informed that a draft 'Act' for the Management of Government Educational and Training Institutions has been submitted to the SE&LD for consideration to address the observation raised by the honorable Minister E&L. The Minister desired that he may be apprised of the progress after due consideration by the stakeholders.</p>



f.	<p>Teach for Change</p> <p>The MD informed that the Board in its 7th meeting held in Oct 2016 had approved the Teach for Change fellowship intervention by way of initiating hiring of 200 to 250 fellows initially on rolling basis through third party. Accordingly, the first batch of Teaching Support Associates (TSAs) was inducted and completed their tenure. SEF has also conducted a research study to understand the role of TSAs under the Teach for Change initiative which shows positive a positive impact on schools. Subsequently, the Foundation initiated program for hiring of 300 TSAs through third party and has successfully inducted around 250 TSAs through a rigorous process to be engaged at SEF's Schools. For this purpose, the SEF plans to engage a third party (through competitive process) to administer the program as well so as to ensure cost effectiveness and effective management of the program so that the desired targets of improving academic standing of the schools is achieved.</p>	<p>The Board noted the status of the program and endorsed the induction of batch # 2 of the TSAs by SEF through third party. The Board also approved the rationalization of the Logistic Allowance. The Board also endorsed the idea of outsourcing the program administration keeping in view the nature of the program and management of TSAs and supervision of their academic matters, training and performance review, including the replacement.</p>
2.	<p>Training and Development initiatives</p> <p>The DMD informed that the Foundation has undertaken numerous training and development initiatives including staff capacity building through engagement of experts as well as in-house. In the last two years, the SEF's Training and Assessment Department has successfully executed and trained more than 5000 teachers and more than 2600 head teachers and trained more than 1000 partners. Apart from these trainings, the SEF has conducted classroom support initiatives and researches for informed decision making and now SEF is operationalizing 'Professional Development Centers' at regional level to launch Continuous Professional Development Programs (CPDs) of employees, partners and teachers.</p> <p>MD informed the Board, that Chief Secretary, Sindh has recently approved a proposal for collaboration between Sports & Youth Affairs department and the SEF whereby the SEF will establish a PDC at currently underutilized Youth Development Center, Gulistan e Johar, Karachi where training and other relevant units/offices of the SEF will be located for the purpose of the professional development.</p>	

The Board acknowledged the progress made by SEF and encouraged to establish Professional Development Centers for trainings and professional development of employees and teachers. The Board also encouraged the Foundation's engagement of experts for customized training and development initiatives and directed to institute this as a regular feature for development of staff's capacity of SEF.

Members of the Board appreciated the initiative and directed that the YPDC may be made functional immediately as per agreed arrangement i.e. MOU.



Decision:

The Board appreciated the efforts of the SEF's management under the leadership of the Managing Director and endorsed the progress and actions taken by the Foundation. The Board unanimously approved the same with directives for compliance by all concerned as detailed above.

Agenda # 5: Consideration of proposal for collaboration with Teach the World Foundation

The MD apprised the Board that in pursuance of the vision of the honorable Chief Minister Sindh, the Foundation has been exploring options to launch an 'Accelerated Digital Learning Program'. This includes collaboration with different organizations like M/s Taleem Foundation. Digital learning is also being implemented in many Non-Formal Education (NFE) centers run by M/s SPO and by M/s DIL in Foundation Assisted Schools. JICA too has been helping SEF in this regard. Similarly, the SEF has been attempting to bring Out-Of-School-Children (OOSC) to school by way of establishment of new schools and NFE Centers. The Foundation will also be engaging with M/s TCF in accordance with the existing MoU to explore another model proposed by TCF to bring more OOSC to schools which will initially benefit around 1500 students by the end of 2023-24.

In this regard, a proposal submitted by the "Teach The World Foundation" (TTWF) with the Chief Minister was received by SEF and a meeting was held at CM house under the Chair of Principal Secretary to the Chief Minister Sindh to discuss the concept in detail. Subsequently, the Foundation has engaged with the team of TTWF with a view to analyze and produce a pilot program. With the permission of the Chair, a senior team member was called to present the project concept to the Board. The overview of the organization (TTWF) along with the proposal presented to the Board is placed at **Annexure-D** including the observations of SEF.

The representative of M/s TTWF, Ms. Uzma Turan (Executive Vice President), explained the model and how TTWF is already working in other parts of the world including its local presence and working in Karachi at a 'Microschool' where this model is already running. The documentary of TTWF entailing the project design and testimonials of stakeholders on its efficacy were also shared with the forum. It was briefed that the overarching objective of the proposed project is to bring out-of-school children into enrollment bracket (mainstreaming) and improve learning gains of the already enrolled students. She also shared that the estimated cost per child per year under this initiative falls at around Rs. 59,000 (all inclusive).

The MD apprised the forum that the concept was to explore how an innovative digital learning solution based on accelerated and non-formal approach can be launched on immediate basis through a collaboration of SEF and TTWF in form of a pilot project with establishment of 100 'Microschools' and inclusion of 25 existing Foundation Assisted Schools for 'Inschool' mode. The



pilot will be for initial 18 months with an estimated number of 12,500 beneficiaries having an overall cost of around Rs. 710 Million which may need to be released in form of a 'Grant' to the TTWF through SEF and as the Foundation doesn't have additional budget in CFY. The 'Grant' may need to be provided as a block provision from outside of SEF's budget.

The MD further highlighted that the Foundation partners with organizations which are selected through a competitive process. In this instance, M/s Teach the World Foundation (TTWF) is a Not-For-Profit entity and has put forth an innovative solution to address the most challenging issue of out-of-school children (OOSC). The engagement model with TTWF would require waiver of competitive process for partnership with TTWF.

The DMD (Operations) pointed out that certain exemptions from the approved Non-Formal Education Policy of Sindh might also need to be allowed. She explained that for this project the eligibility of the child to be inducted needs to be lowered to 7 years of age rather than 9 years. Also the duration of the curriculum needs to be relaxed and brought down to 18 months as compared to 30 months for primary equivalency. It was also proposed that for this initiative, special authority to be granted to SEF to test/assess the children completing the course and accordingly certify these children with respect to their competency so that they may take further admissions into formal schools or choose an appropriate career path with facilitation of TTWF & SEF. She also added that currently, the content validation of the applications is with SE&LD which also needs to be expedited.

The Minister E&L opined that it is a good idea to go for eligibility of children of 7 years' age group as children younger than this age are eligible for formal schools. He further suggested that the centers may be established in areas which are an appropriate representative sample of Sindh in terms of socio-cultural, socio-economic, demographic and geographic diversity. The Secretary SE&LD also shared that the M/s TTWF had approached to sign MoU with the SE&LD which was principally approved but could not be executed. As for the content validation, the Secretary SE&LD opined that the team of DCAR experts will go through the same and process the validation after due diligence.

The Chief Secretary mentioned that the Government is exploring multiple options to tackle the challenge of out-of-school-children and tapping all options at this time. In this regard, the department has also been complying and acting upon various orders of the judiciary as well which also include using technology to combat the challenges at government schools. Hence, the idea of using technology for educating OOSC on an accelerated mode is a viable option to explore at this cost, with a possibility of upscaling the intervention in government schools if it's successful.

The Chair expressed his concerns on the rising number of out-of-school children and affirmed that it should be the priority of the Government to address this growing challenge of education sector.



The Chair stated that the instant proposal encompassing an innovative idea of using technology may provide a way forward to cope up with such a huge scale and scope of the issue of out-of-scale children which otherwise would require thousands of new schools and tens of thousands of new teachers to be included in the system that require both massive resources and time, which the government does not have.

Decision:

The Board deliberated the concept and the project proposal in detail and accorded the following approvals:

- i. *The Foundation will submit a summary for the Cabinet seeking waiver of competitive process to partner with M/s Teach The World Foundation.*
- ii. *The SEF will start the pilot project with the children of ages 07 years and above will be enrolled for a duration of 18 months. In the meanwhile, this will be notified by the SE&LD.*
- iii. *The authority for assessing and certification of learners will be Sindh Education Foundation under the SEF's Accelerated Digital Learning Program.*
- iv. *The SEF will sign a MoU with the M/s TTWF. The SEF Academic Sub-Committee will be updated on the progress from time to time.*
- v. *The Foundation will ensure that an impact study is carried out at the end of the intervention by a third party recommending the way forward for the SEF / Govt. of Sindh based on the knowledge and findings of the pilot project.*
- vi. *The Finance Department will provide the required budget amounting to Rs. 710 Million for the pilot project, which will be released as Grant by SEF and the SE&LD will ensure support at ground level for this project to be implemented by SEF, including the validation of content by DCAR.*

Agenda # 6: Updates and proposal for Sindh School Education Scholarship Program (SSESP) for Academic Year 2023-24

The MD apprised the Board that the Foundation had initiated a summary No. SEF/147/2022 dated 01-12-2022 on the subject noted above for which the Honorable Chief Minister had directed to place the same before the Board. It was briefed that the Foundation initiated the Sindh School Education Scholarship Program (SSESP) in 2017 to honor and encourage intelligent and hardworking students with the objective of linking them with quality institutions across Pakistan for pursuing their post-primary education up-to higher secondary level. Subsequently, in the year 2018-19, the Honorable Chief Minister, Sindh / Chairman BoGs approved 1000 scholarships to be awarded every year and 100 additional scholarships were approved in year 2021-2022, for the Cadet Colleges of Sindh, (both without any additional budget line). From academic year 2021-22 the Foundation awards 1,100 new scholarships every year. Despite Covid-19 pandemic, in



academic year 2020-21, the Foundation awarded scholarship to 421 students of Grade 09 and 11. It was informed that the SEF had been managing finances of scholarships from overall Programs' savings. These scholarships are awarded to the meritorious students of SE&LD and SEF schools only as they largely belong to humble backgrounds across Sindh in accordance with the Scholarship Policy approved by the Board in its last meeting.

For the award of scholarships, the Foundation has signed agreements with the 07 partner institutions and also has signed memorandum of understanding (MoU) with 05 Cadet Colleges of Sindh Province. Under SESP, SEF is supporting 4,004 scholars at an average cost of approx. PKR. 25,857/- per month per scholar; resulting into an overall annual cost of around PKR. 310,284/- per student with marginal annual increase.

The SESP scholars have consistently been performing well in every aspect. The key factors in the successful execution of the program include close oversight by SEF, sound contract management with prestigious institutions and the selection of the scholars on merit. From the last five years, students have been performing well in academics and in co-curricular activities. The midterm & annual results of students in Sindh & Federal Board show students' interest and enthusiasm for education. Since 2020-21, 187 students have graduated from Dr. A.Q Khan School System Islamabad and NJVHSS Karachi respectively.

During next academic year i.e. 2022-23, out of total 4,004 students 231 students will pass-out class XII and the Foundation will support another batch of students in next academic year 2023-2024 under the Scholarship Program. As the SESP started in the academic year 2018, that batch will graduate in the year 2024-2025. Therefore, the SEF will achieve breakeven in that year, as the number of students passing out will be equal to number of students enrolled.

For the current academic year 2022-23, the Foundation proposed the budget estimate of PKR. 1.2 billion as a separate budget line for SESP which indicates building in financial discipline. The finance department allocated PKR. 900 million, however, the Foundation faced a shortfall of PKR. 300 million for SESP in CFY. After a detailed discussion between SEF and Finance Department, Govt. of Sindh, it was agreed that the SEF will meet the requirement from savings of SEF's training & teach for change budget while the Finance Dept. will provide PKR. 1.4 Billion in the next FY 2023-24 as a part of total budget allocation of Rs. 15.6 Billion for SEF for FY 2023-24 which has been approved vide SEF/147/2022 dated 01-12-2022 along with the proposed re-appropriation. The MD further informed that a provision of (at least) 5% annual increase in one-time cost, financed by SEF to the Scholarship Partner(s) has also been included as this benefits the scholars.

The Minister E&L lauded the SEF's Scholarship Program and opined that sustained financing is imperative for this program to continue and serve the under privileged communities having merit to achieve at the highest level.



The Chief Secretary also acknowledged the progress and achievements of the scholarship program of SEF and opined that the program is having massive impact on communities with the scholars being seen as pioneers and role models for the youth to follow and pursue merit.

The Chair desired that SEF should have focused advocacy campaigns for showcasing this and other programs and activities of the Foundation.

Decision:

- i. *The Board discussed and deliberated the progress of Scholarship Program and appreciated the efforts of SEF in program management.*
- ii. *The Board further directed that this practice of deliberating with Finance Department may be instituted and adopted by SEF in next financial years as well with a cap of 1100 seats or within the allocation for SESP.*
- iii. *The Board directed the management to ensure appropriate advocacy of the Scholarship Program as well as other programs of SEF by way of a documentary and ad campaigns on different media.*

Agenda # 7: SEF Budget and Audits

i. *Revised Estimates 2022-23 and Budget Estimates 2023-24*

The MD apprised the Board that the Foundation has been utilizing its budget efficiently as has been endorsed by the E&FC in its meetings. The budget estimates and revised estimates of SEF for FY 2021-22, 2022-23 and BE for 2023-24 were shared with the Board for consideration and approval, as detailed below:

FY	Budget Estimate (PKR Million)	Revised Estimate (PKR in Million)
FY 2021-22	10,750.000	11,050.000
FY 2022-23	13,299.250	13,354.053
FY 2023-24	15,600.00	-

The Board was further apprised that Rs.735.690 Million and 354.803 Million was re-appropriated in last two financial years as detailed in **Annexure-E**.

ii. *Third Party Audit*

The MD further apprised the Board that the Audit workout / Activities by third parties have been ongoing at SEF apart from the Government Audits as detailed below:



S#	Audit of FY	Audit Party	Status of Audit
1	2015-16 & 2016-17	Ahmed Saif & Hyder Bhimji	Audit has been completed. Report has been endorsed by E&FC for Board's approval as detailed in the 10 th and 11 th minutes of the E&FC.
2	2017-18 & 2018-19	Crow Hussain Chaudry & Co.	Audit has been completed. Report will be placed before the E&FC for consideration.

iii. Regulatory Audit by DG Audit Sindh

The MD informed that Board that the Government Audit has also been conducted by the DG Audit Sindh up to the year 2020-21 and the audit for the year 2021-22 is under process. He further added that the SEF has already filed para-wise reply and requested the administrative department for conducting the Departmental Audit Committee proceedings which are awaited.

Decision:

i. The Board accorded approvals for the SEF's budget as follows:

FY	Budget Estimates (PKR in Millions)	Revised Estimates (PKR in Millions)
2021-22	10,750.000	11,050.000
2022-23	13,299.250	13,354.053
2023-24	15,600.00	

The Board also accorded Ex-Post Facto approval for the re-appropriation of Rs.735.690 Million and 354.803 Million in FY 2021-22 and FY 2022-23 respectively.

- ii.** *The Board also accorded approval for the Audit Report prepared by the third party on the recommendation of the E&FC for the FY 2015-16 and FY 2016-17.*
- iii.** *The Board noted the progress of on-going audits and directed the Secretary SE&LD to hold DAC for SEF.*

Agenda # 8: Any other agenda with the permission of the Chair

8.1 Revision of the membership of the Board of Governors

The MD requested the Board that some revision was required in the membership of the Board for following reasons:

- i.** That Dr. Qazi Masood, a member of the BOGs has been appointed as member of the Sindh Public Service Commission and it needs to be determined whether he will continue on the SEF's Board. MD informed that



- on contact, Dr. Masood Kazi informed that the Commission might not allow him to be on any government Board due to the conflict of interest.
- ii. That the MD has been notified as member of the Board while the SEF Act 1992 provides that the MD shall be the ex-officio member and the Secretary of the Board.
 - iii. That there is no representation of any female on the Board. In order to have representation of both genders, it is appropriate to consider induction of a female member on the Board.

MD stated that two positions on the Board will be available if the Board agrees to review and de-notify the two positions as at 'i' and 'ii' above. The Chair enquired about the competence of the forum for selection of the members. MD informed that according to the Act, the Board is competent to approve the selection and the Chief Secretary shall issue the notification.

The Board members unanimously acknowledged that importance of the representation of female member(s) on the Board for gender balance.

Decision:

- i. *The Board directed to seek the legal standing on the membership of Dr. Qazi Masood from the SPSC. Further, the Board authorized the Chair for the selection of the female member for the SEF Board of Governors.*
- ii. *The Chair directed the MD to propose a panel of suitable persons in consultation with the Chairman E&FC for consideration and approval of the Hon'ble Chief Minister, Sindh/Chairman BOGs as private member on the SEF BoGs.*

8.2 Naming of SEF Office Complexes and PDC buildings

The MD apprised the Board that under three different ADP schemes, SEF is pursuing the establishment of its head office building complex at Korangi Karachi (ADP # 539 of 2022-23) along with establishment of SEF Regional Office complexes at Hyderabad (ADP # 540 of 2022-23) and Sukkur (ADP # 541 of 2022-23). In this regard, and in order to acknowledge the contribution of the eminent Chairmen and Founding Managing Director SEF, Prof. Anita Ghulam Ali (SI), it was proposed that the above buildings may be named as under:

- i. The SEF Head Office building to be constructed at Karachi may be referred to as Prof. Anita Ghulam Ali Complex.
- ii. The SEF Office building / PDC to be constructed at Hyderabad may be referred to as Syed Abdullah Shah Complex.



- iii. The SEF Office building / PDC to be constructed at Sukkur / Khairpur may be referred to as Syed Qaim Ali Shah Complex.

The MD apprised the Board that SEF has recently been allowed the use of a Training Center in Gulistan e Jauhar, Karachi which belonged to the Sports and Youth Affairs Department, Govt. of Sindh. The MD thanked the Chair and the Chief Secretary as now the SEF can have a 'Professional Development Center' established at the aforesaid premises after signing MoU with the Sports and Youth Affairs Department. The MD requested the Board that this PDC of SEF may be named 'Syed Murad Ali Shah' Professional Development Center.

The Chair opined that there is no harm in having eminent scholars acknowledged through this way rather than politicians. He also asked the Chief Secretary to cross-reference with the legal standing and decision of the honorable Courts as regards naming of Govt. institutional buildings.

The Chairman E&FC, Dr. Kaiser Bengali suggested that the Board may authorize the Chair with the MD to submit the proposal on summary.

Decision:

The Board directed the MD to submit the proposal on summary and authorized the Chair to decide on the titles / names of the buildings.

The meeting concluded with a vote of thanks by the Chair.

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Decision of the Board on the Compliance updates SEF BoGs meeting held on 13th Jan 2021

A-No.	Agenda / Decision	Status	Decision of BoGs
1.	Compliance update on the pending items of 10th BOGs' Meeting (Circulation Paper)		
i.	Revision of TORs of the E&FC: The Chair instructed to complete the process of revision of TORs of E&FC at the earliest and to share revised version with the Board Members.	In process	The Board directed SEF to expedite the process and put up a proposal through summary for the Chief Minister / Chair BoGs.
ii.	Organizational restructuring: The Board approved the formation of the fourth region and merger of the SMHS Program with FAS and directed the MD to complete the operational and organizational modalities at management level. As regards revised FAS & AALTP Contracts, the Board approved the same in principle and directed that the revised contracts be shared with the members of E&FC for their input and finalize after incorporating their input at the management level.	Complied a) 06 Regions established. b) Subsidy Management Unit notified and it SOPs instituted c) New Contracts of FAS, AALTP and PSP implemented after vetting by Law Dept.	Noted and endorsed by the Board.
iii.	Development of Human Resource Management Policy framework and Service Rule: The Chair also instructed to have the draft Service Rules shared with the members of the Board for their input and the same may be finalized under the advice of the Minister E&L / Vice Chairman BOGs.	Complied Service Rules notified after approval of Cabinet. Special Task Committee is in the process of verification. Report will be submitted before the Board for the confirmation of employees.	Noted and endorsed by the Board. The Board directed that the proceedings of the STC may be completed on urgent basis and directed the Chief Secretary to see that Foundation gets due support from all other Departments as required in the approval process.
2.	Recommendations of the 7th E&FC Meeting		
2.1	Update on Sindh School Education Scholarship Program (SSESP): The Board approved the Policy in principle and directed that the policy paper may be shared with the E&FC for any input on technical parameters.	Complied	Noted and endorsed by the Board. The Board directed that programmatic policies are operational matters and



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	Academic Subcommittee to decide on the matter of boarders and day scholars in cadet colleges as well as criteria for both.		may be dealt at management level with the MD authorized to steer the program policies under the overall guidance of the E&FC.
2.2	Revision in subsidy rates: a. The Board agreed with the proposed increase in rate of subsidy and also approved the increase for Grade XI-XII level and for the NFE portfolio as under for implementation from FY 2021-22 <ul style="list-style-type: none"> • PKR 800 for grades Katchi to II • PKR 1,000 for grades III to V • PKR 1,500 for grades VI-VIII • PKR 2,000 for grades IX-X • PKR 2,300 for grades XI-XII • PKR 1,300 for NFE (Primary Packages A, B, C) • PKR 1,500 for NFE (Post primary Packages D, E / Above) 	Complied	Noted and endorsed by the Board.
2.3	Acquisition of books – Oxford University Press (OUP)/Sindh Textbook Board (STBB): The Board approved the recommendations of the E&FC to gradually phase out the OUP syllabus, while allowing purchase of gradually decreasing number of books during the phasing out period based on the precedent of the approval already accorded on this matter through direct procurement.	Complied	Noted and endorsed by the Board.
2.4	Revision of SEF internship policy in respect of teaching/SEF interns. The Board approved the revisions in the existing internship policy as recommended by the E&FC. The Chair further directed that the internship policy may be reviewed by E&FC for the purpose of bringing flexibility.	Complied	Noted and endorsed by the Board.
2.5	Strategy on consecutive failures: The Board approved the recommendations of the E&FC. The	Complied	Noted and endorsed by the Board.



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	Academic Subcommittee was also tasked to provide inputs on the academic side of the Scholarship Policy.		
2.6	Extension of the contracts of Teaching Support Associates (TSAs): The Board approved the recommendations of the E&FC and allowed the 10% increase in base remuneration as proposed and execution of new contract with existing TSAs (if selected through fresh hiring) while the management to ensure formalities.	Complied	Noted and endorsed by the Board.
2.7	Exemption from annual assessment: The Board approved the recommendation and granted the contractual waiver for assessment and monitoring during pandemic including academic years 2019-20 and 2020-21.	Complied	Noted and endorsed by the Board.
2.8	Benefits for SEF employee(s): The Board instructed to have the Service Rules circulated as guided earlier, ensuring the provision that all the government policies will become applicable to SEF employees and approved the cases of financial benefits for deceased/retired employees processed by the management.	Complied	Noted and endorsed by the Board.
2.9	Incorporation of SEF Honorarium as a Regular Feature: The Board approved the recommendations of the E&FC for having the performance-based honorarium (01 to 03 running basic pay) instituted at the Foundation as an annual feature with the MD empowered for execution while the same may be budgeted each year accordingly.	Complied	Noted and endorsed by the Board.
3	Endorsement of hiring of Managing Director and Terms & Conditions		
	The Board approved the proposed terms and conditions while directing the Secretary SE&LD to process the revision and notify the same accordingly.	Complied	Noted and endorsed by the Board.



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4	Operationalization of English Medium and Comprehensive High Schools in Sindh		
	The Board agreed that the Foundation will hire partners through open bidding process and directed to get the subsidy rate deliberated by E&FC. It was further approved that the subsidy rate approved by E&FC shall be considered final. The Minister E&L Sindh would finalize the name of these schools in due course. The Foundation will ensure operationalization, through fresh competitive bidding process, of the ready cohort with the start of the new academic year following the approval.	Complied	Noted and endorsed by the Board.
5	Functionalization of closed government schools through SEF modality		
	The Board approved the proposals to functionalize 198 dysfunctional schools and evolving a mechanism to functionalized closed Government schools annually. As regards the M&R of the government schools, it was agreed by the Forum that the Chairman, P&D Board will resolve this issue in consultation with the Secretary, SE&LD and MD, while the matter of schools supported by M/s OMV may be decided under the lead of Minister E&L.	In Process The MD highlighted that the SEF is in consultation with SE&LD and has re-shared the list of viable school buildings to cross-check the status after deployment of newly hired teachers.	The Board directed the SE&LD to notify a CPM RSU as the Focal Person for this matter and expedite the process of handing over the abandoned / closed / dysfunctional buildings to SEF for operationalization under SEF's PPP modality.
6	Mechanism for establishing partnerships for schools supported by various government institutions.		
	The Board accorded approval for: <ul style="list-style-type: none"> Supporting the Quaid e Azam Welfare of Pakistan Rangers and granted exemption from the bidding process, Supporting the school differently abled children by the Sindh Rangers; and Evolving a policy to support schools being run by State institutions. 	Complied	Noted and endorsed by the Board. The Board also allowed the Foundation to explore strategic partnerships with more credible organizations with notable working in and outside Pakistan.
7	Approval for the revised Post Primary Education Policy		
	The Board approved the Policy in principle and advised that the E&FC may review and update the policy considering the Foundation's viewpoint.	Complied	Noted and endorsed by the Board. The Board directed that programmatic policies are operational matters and



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			may be dealt at management level with the MD authorized to develop and manage the program policies under the overall guidance of the E&FC.
8	Details of SEF budgets, investments, and audit		
8.1	Approval for the Annual Budget 2019-20: The Board unanimously approved the budget for 2019-20.	No action required	No action required
8.2	Approval for the Budget Estimates (BE) 2020-21: The Board approved the recommendations of the E&FC for the proposed BE 2020-21 and gave go ahead for the expansion initiatives.	No action required	No action required
8.3	ADP Schemes: The Board advised the Chairman, P&D Board to resolve the issues pertaining to ADP schemes enabling SEF for achieving the mandated targets.	In process	The Board directed the Chairman P&D to expedite matters related to SEF's ADP schemes on urgent basis.
8.4	Updates on SEF investments: The Board instructed to modify the Foundation's Endowment Regulations to keep funds in Sindh Bank only.	Complied	Noted and endorsed by the Board.
8.5	Updates on SEF audit: The Board directed to complete the process at earliest and present the audited reports before the E&FC.	Complied	Noted and endorsed by the Board.
9	Any Other Agenda		
	The Chair directed the Minister Education and Literacy Sindh to review the proposal and undertake the process within the provisions of the law/rules for restoration of the status of the Foundation as an autonomous entity instead of an attached department.	In process	The Chair directed the Minister E&L to seek the support of Law Department and explore as to how MD SEF can be notified as PAO for the purpose of financial autonomy in accordance with the Rules of Business of the Government of Sindh (Rule 4, sub-rule 4).



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Recommendations of the Executive & Finance Committee of SEF

E&FC	Agenda item	Recommendation of the E&FC	Direction of the Board
8 th EFC Meeting item 1.2	Compliance updates on the decisions of the 11 th BOGs' meeting	<ul style="list-style-type: none"> i. The SE&LD will not form a new development scheme for the 198 dysfunctional government schools and Foundation may functionalize these schools under its own PPP model. Dr. Fauzia Khan, AS, SE&LD to get the matter processed accordingly. ii. The Foundation will send a request to the SE&LD for changing the object code from "Grant-in-Aid" to that of Attached Department correctly in SE&LD's budget 	<ul style="list-style-type: none"> i. The Secretary SE&LD, GoS was directed to review the status and initiate handing over of the dysfunctional schools. CPM RSU would be the focal person for processing and SEF to follow up. ii. The Secretary Finance, GoS was directed to process the request of SEF in light of applicable rules.
8 th EFC Meeting item 1.3	Compliance updates on the decisions of the Academic Subcommittee (2 nd and 3 rd)	<ul style="list-style-type: none"> i. The Committee agreed to award scholarships only to the students of SEF/SE&LD schools. For cadet colleges only, the matter may be revisited in case allocated seats go vacant. ii. A total of 100 seats were approved for cadet colleges as per approved policy. 10 seats to be given to boys' cadet colleges and 20 seats shall be allocated for girls' cadet colleges across the province. Committee allowed 39 additional students already enrolled in Bakhtawar Cadet College from GoS / SEF Schools. 	<ul style="list-style-type: none"> i. The Board approved the recommendation of E&FC for allocation of seats for SEF and SE&LD students. ii. The Board approved the recommendations of E&FC for 100 seats for Cadet Colleges and accorded post-facto approval for 39 additional students enrolled in Bakhtawar Cadet College and authorized the MD to refer to Board's decision as a precedent for any similar cases in future.
8 th EFC Meeting item 2.1	Approval of Accounts 2015-16 and 2016-17	Foundation to prepare responses on the observations contained in the audit reports for FY 2015-16 and 2016-17 and circulate among all members.	As approved by the Board at agenda # 7 of its meeting on 18-04-2023
8 th EFC Meeting item 2.2	Updates on major activities & process related to Finance, Audit & Accounts	<ul style="list-style-type: none"> i. The Committee approved the proposal of reaching out to top ten Chartered Accountant Firms (as per SBP ranking) for Expression of Interest to conduct audit in case there is no successful bidder. ii. The Committee directed to submit Rules for the Endowment Fund to the Board for consideration whether these are to be approved as regulations or Rules. iii. The Committee approved RE 2020-21 and endorsed BE 2021-22. 	<ul style="list-style-type: none"> i. The Board approved reaching out to top ten Chartered Accountant Firms (as per SBP ranking) for EOI to conduct audit in case there is no successful bidder. ii. On the recommendation of the MD, the Board directed that the Foundation may notify the 'SEF Endowment Fund Investment and Utilization Policy' under the provisions of the SEF Act 1992



		<p>iv. The Committee accorded post-facto approval to one-time TA disbursement @ PKR 4,000/- for FAS expansion activity.</p> <p>v. The Committee also approved eliminating restrictive anomalies in DA/DSA/TA Policy and asked the SEF Management to revise it for approval from the Board.</p>	<p>and the SEF Finance, Audit & Accounts Rules (2017).</p> <p>iii. As approved by the Board at agenda # 7 of its meeting on 18-04-2023</p> <p>iv. & v. The Board approved the recommendation of the E&FC for increased TA amount and authorized the E&FC to approve the DA/DSA/TA policy of the Foundation which may be subsequently notified by SEF.</p>
8 th EFC Meeting item 3.1	Briefing on portfolio expansion	The Committee approved the proposal of the Foundation to award half of the recommended sites and apply enhanced subsidy rates of post primary grades for Academic year 2021-22 after a financial review of the portfolio in view of the allocation for BY 2021-22. Moreover, the Chair, E&FC advised that the SEF Management may opt for the most suitable scenario given the budgetary space and take the decision accordingly.	<p>The Board approved the recommendations of E&FC and lauded the efforts of the management for improving the enrollment bracket.</p> <p>The Board further authorized the Management to expand the portfolio in 2023-24 provided the Foundation can do so from its budget allocation.</p>
8 th EFC Meeting item 3.2	English Medium School	<p>i. The Committee unanimously approved PKR 3,500 per child per month for primary grades and PKR 4,000 per child per month for higher grades. Moreover, it was also approved that the SEF Management may deliberate on higher subsidy rates for secondary and higher secondary levels once schools are operationalized as earlier proposed by the Academic Subcommittee in its 3rd meeting.</p> <p>ii. The Committee also approved the recommendation of the Management on the use of the nomenclature People's School for these schools</p>	<p>i. The Board approved the recommendations of E&FC for financial support at People's School at the rates of PKR 3,500 per child per month for primary grades and PKR 4,000 per child per month for higher grades.</p> <p>ii. The Board approved the nomenclature People's School under the People's School Program of the SEF.</p>
8 th EFC Meeting item 3.3	Proposals for strategic partnerships	<p>i. The Committee approved signing a MOU with M/S SMB to revive/rehabilitate dysfunctional government schools.</p> <p>ii. The Committee approved partnering with credible organizations who have been selected by the SE&LD, Govt. of Sindh for managing EMO schools for operationalizing</p>	<p>i. The Board approved the signing MoU with M/s Sindh Madressah Board to revive/rehabilitate dysfunctional government schools.</p> <p>ii. The Board approved the recommendations of E&FC for partnering with credible organizations who have been selected by the SE&LD, Govt. of</p>



		<p>dysfunctional/low functional government schools.</p> <p>iii. The Committee approved signing a MOU with M/S Legal Rights Forum to support 70 NFE centers in Shikarpur for supporting them w.e.f 1st November 2021 on their existing financial model to 30th June 2022 and work out financial model onwards.</p>	<p>Sindh for managing EMO schools for operationalizing dysfunctional/low functional government schools.</p> <p>iii. The Board approved the signing of MoU with M/S Legal Rights Forum.</p>
8 th EFC Meeting item 3.4	Proposal for constituting Program Committee of the Board	The Committee advised to firm up a comparison between existing TORs of the E&FC and proposed TORs of the Program Committee for consideration in the next E&FC's meeting.	The Board directed the management to expedite the proposal and dovetailed this with the review of TORs of E&FC.
8 th EFC Meeting item 3.5	Revised model for Adolescent and Adult Learning and Training Program	The Committee approved the suggested model changes in the programmatic design of AALTP and directed the SEF Management to put up the subcomponent of microfinance in the next meeting of the E&FC as a separate agenda.	The Board approved the model changes in the programmatic design of AALTP and directed the SEF Management to put up proposal of the subcomponent of microfinance with the E&FC.
8 th EFC Meeting item 3.6	Proposal for flat subsidy rates for schools of Differently abled students	<p>i. The Committee approved the idea of flat subsidy rate for the schools of differently abled students, selected either through competitive process or with whom Foundation has strategic partnership and tasked the SEF Management to explore the possibility of providing maximum flat subsidy rate within the budget including the school run by Sindh Rangers for differently-abled students in Karachi.</p> <p>ii. The Committee directed the Foundation to develop an exclusive support framework for the differently abled students and also principally approved extending scholarship support to the hostel for 100 blind girls of M/S IDA RIEU, however the execution was to be carried out based on budget allocation and approval by the Board.</p>	<p>i. The Board approved the recommendations of E&FC on flat subsidy rate (Rs. 2300) for the schools of differently abled students while allowing the provision of Grant for School for Differently Abled Students run by Sindh Rangers. The Board further allowed the management to mutually decide with Partners of such schools whether to opt for subsidy or Grant model in as recommended by the E&FC.</p> <p>ii. The Board directed the management to present the Quality Assurance and Support framework for schools of differently abled students and authorized the E&FC to approve the framework.</p> <p>iii. The Board approved the support for 100 blind girls of M/s IDA RIEU.</p>
8 th EFC Meeting item 3.7	Sharing of Programmatic Policies	The Committee agreed with the proposal and asked the SEF Management to share the draft policy manual	The Board directed that the program policies may be steered by the MD as this is an operational matter.



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			E&FC may be updated with the developments and guidance of E&FC may be sought for policies having strategic implications.
8 th EFC Meeting item 4.1	Upgradation of Assistants (PG-5) to the post of Junior Officer (PG-8)	The Committee agreed with the proposed upgradation of Assistants to Junior Officers and gradual abolishment of the posts of Assistants.	The Board approved the upgradation of Assistants to Junior Officers and gradual abolishment of the posts of Assistants.
8 th EFC Meeting item 4.2	Review of revised Internship Policy	<ul style="list-style-type: none"> i. The Committee approved the revisions in the Internship Policy aimed at incorporating flexibility as recommended by the Committee. ii. The Committee agreed that the MD has full authority to engage Daily Wagers in line with the policy of the Government. 	<ul style="list-style-type: none"> i. The Board approved revisions in the Internship Policy as has been notified by SEF. ii. The Board approved the recommendation of E&FC and authorized MD to engage Daily Wagers in line with the SEF Rules and within the policy framework of the Government.
8 th EFC Meeting item 5.1	Request from M/S Akhuwat Foundation to provide grant for the rehabilitation of a hostel at NJV school	The Chair, E&FC advised to draft a comprehensive policy for review and approval of the Board.	Item withdrawn withdrawn. No further action required.
8 th EFC Meeting item 2.2 9 th EFC Meeting item 1.1	Policy decision on Travelling Allowance (TA)	The Committee approved the revised rate of TA (covering vehicle rental, POL and driver's expenses) at Rs. 3500/- (not exceeding Rs. 4000/- in peculiar circumstances) and directed the management to issue guidelines for the administration of TA. It was also recommended that the management may put up a proposal for revision in DA & DSA rates in the next Board meeting.	The Board approved the recommendation of the E&FC for increased TA amount and authorized the E&FC to approve the DA/DSA/TA policy of the Foundation which may be subsequently notified by SEF.
9 th EFC Meeting item 1.2	Proposals for strategic partnerships	The Committee acknowledged the progress and recommended that the management should consider the budget implications and ensure availability of budget & resources before entering into new partnerships and ensure that these organizations are selected on merit.	The Board approved the recommendations of E&FC.
8 th EFC Meeting item 3.6	Proposal for flat subsidy rates for schools of differently abled students	The Committee approved the proposal of maximum flat subsidy rate of up to Rs. 2300/- (subject to availability of the budget) with any subsequent raise applicable as per policy and	The Board approved the recommendations of E&FC on flat subsidy rate (Rs. 2300) for the schools of differently abled students while allowing the provision of



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9 th EFC Meeting item 1.3		recommended that the Foundation deliberate with the partners receiving grant for moving to the per child subsidy model under a new contract provided maximum support for these institutions. In case the financing through subsidy model is less than the grant amount for any partner(s) receiving grant, then the grant on the current arrangement may continue.	Grant for School for Differently Abled Students run by Sindh Rangers. The Board further allowed the management to mutually decide with Partners of such schools whether to opt for subsidy or Grant model in as recommended by the E&FC.
9 th EFC Meeting item 2.3	Creation of Larkana and Shaheed Benazirabad Region	The Committee approved the establishment of the Regional Office Larkana (covering districts Shikarpur, Kambar Shahdadt, Kashmore @ Kandhkot and Jacobabad) and Regional Office Shaheed Benazirabad (covering districts Nausheroferoze, Sanghar districts and Shaheed Benazirabad) in line with the on-going organizational restructuring with no financial burden on the budget and allowed the management to decide for establishing the District or Satellite Office(s) for want of better administration.	The Board approved the recommendations of the E&FC for establishment of the Regional Office Larkana, Regional Office Shaheed Benazirabad in line with the on-going organizational restructuring as has been approved by the Chairman vide the CM's Directives letter No. SO(V)/CMS/SEF/(3)/2022/1284 dated 25th March 2022 while the financial implications have been included in the BE for FY 2023-24.
9 th EFC Meeting item 2.4	Executive Director Position	The Committee endorsed the management decision of integration of the three departments (i.e. Programs & Planning, Training & Assessment and Communications, Publications & Research) through unified supervision under the restructuring initiative and stressed that more impetus be given to research, academic quality and advocacy initiatives, however, the Committee recommended to have the nomenclature 'Executive Director' changed with 'Deputy Managing Director (Programs)' and accordingly the other portfolio may be called 'Deputy Managing Director (Operations)'.	The Board endorsed the decision of the Chairman vide the CM's Directives letter No. SO(V)/CMS/SEF/(3)/2022/1284 dated 25th March 2022 for having two DMDs at SEF, i.e. DMD (Operations) and DMD (Support Services) accordingly approving the inclusion of one post of DMD in the Schedule of Posts of SEF Employees Service Rules (2021).
9 th EFC Meeting item 3.1	Updates and budget proposal for Sindh School Education Scholarship Program	i. The Committee endorsed that the Foundation would be requiring additional funds in the current budget year for Sindh School Education Scholarship Program (SSESP) otherwise the academic future of the scholars would fall in jeopardy. For this purpose, the Committee directed the	As approved by the Board at agenda # 6 of its meeting on 18-04-2023.



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		<p>management to take up the matter with Finance Department, GoS.</p> <p>ii. The Committee also strongly recommended that the Sindh School Education Scholarship Program be reflected in the SEF budget as a separate line item as proposed by the Management and regular funding based on actual demand be allocated in this head from next fiscal year onwards.</p>	
9 th EFC Meeting item 3.2	Foundation's Annual Regular Budget	<p>i. The Committee approved the budget of Rs. 10,750,000,000 for CFY and endorsed the requirement of additional funds of Rs. 2 billion with the consideration that this requirement is imperative for ensuring sustenance of SEF Programs.</p> <p>ii. The Committee endorsed the gradual implementation of the subsidy raise, as approved in the 11th BoGs' meeting, in phases in three financial years. The Committee further agreed that due to this, the quality related initiatives and the quality of education in SEF Assisted Schools may be impacted.</p> <p>iii. The Committee also recommended that the Finance Department and SEF may undertake review of the current budget in light of various initiatives approved by the Board and make allocations in next financial year according to the actual requirement.</p> <p>iv. The Committee endorsed that the additional funds for Peoples School Program as approved by the Chief Minister Sindh / Chairman SEF BoGs for CFY may be provided to the Foundation on urgent basis while regular budget may be allocated as a separate line item from the next financial year as approved by the Board.</p>	<p>i. As approved by the Board at agenda # 7 of its meeting on 18-04-2023.</p> <p>ii. The Board approved the recommendation of the E&FC of gradual implementation of subsidy rates.</p> <p>iii. As approved by the Board at agenda # 7 of its meeting on 18-04-2023</p>
9 th EFC Meeting item 6.1	Arrears of Scholars of Bakhtawar Girls	The Committee approved of issuing the arrears Bakhtawar Girls Cadet College for the students who have been taken on	The Board approved the recommendations of E&FC for releasing arrears to Bakhtawar Girls Cadet College for the students who



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	Cadet College under SESP	board in the Scholarship Program amounting to Rs. 1.7 Mn only.	have been taken on board in the Scholarship Program amounting to Rs. 1.7 million only.
9 th EFC Meeting item 6.2	Approval for covering complete exam related fees of Education Boards	The Committee observed that the Foundation is already serving the most deserving strata of the society and in order to promote higher education, the exemption of Board Fee is an important incentive. Hence, the Committee endorsed that the Foundation should cover the complete expenses / cost of the Board Fee as applicable on the Foundation Assisted Schools.	The Board approved the recommendations of E&FC vide agenda 2.5 of BoGs meeting dated 18-4-23.
9 th EFC Meeting item 6.3	Utilization of Vans procured in FY 2018-19	The Committee endorsed the proposal of retaining these vans after due deliberation and recommended to put up a proposal for the Board.	The Board approved the recommendations of E&FC vide agenda 2.3 of BoGs meeting dated 18-4-23.
9 th EFC Meeting item 6.4	Short supply of books and demand of payment by Sindh Text Books Board	The Committee observed that provision of books at FAS should be ensured before the commencement of new Academic Year and that the SE&LD must ensure timely supply of required quantities of Sindh Text Books Board books free of cost, and recommended to put up a proposal along with financial implications in the next meeting of the Board.	The Board approved the recommendations of E&FC vide agenda 2.4 of BoGs meeting dated 18-4-23.
10 th EFC Meeting item 2.2	Update on decisions of Chairman SEF BoGs / Chief Minister Sindh	The Committee expressed gratitude to the honorable Chief Minister / Chairman of the Board for his approval of the recommendations of this Committee and directed the Foundation to ensure compliance of the directions contained in the approved note accordingly. The Chair directed to make the approved note part of the Minutes of this Meeting.	The Board directed to make the approval part of the meeting minutes of the 12 th BoGs meeting dated 18-4-23 as per decision of Agenda item No. 3
10 th EFC Meeting item 3	Approval of the Minutes of 4th meeting of the academic sub-committee held on 17th March 2022	The minutes of the meeting of the Academic Sub-Committee held dated 17 th March 2022 were unanimously approved by the E&FC. The Committee also endorsed / approved the extension of the contract with M/s SIBA for another year (2021-22).	The Board approved the recommendations of E&FC.
10 th EFC Meeting item 4.1	Revised Estimates (2021-22)	i. The Committee lauded the efforts of the management and the performance of the Foundation and	As approved by the Board at agenda # 7 of its meeting on 18-04-2023.



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		<p>the Chairman commented that this should be a model budget for the Government to refer to where Establishment / Administration has been decreased and Portfolio has been enhanced while staying within the prescribed allocation.</p> <p>ii. The E&FC approved the Revised Estimates amounting to Rs. 10,750.000 million with the proposed re-appropriation for the FY 2020-21 for further submission to the Board of Governors for approval.</p>	
10 th EFC Meeting item 4.2	Budget Estimates (2022-23)	<p>i. The Chairman appreciated the efforts of the Foundation for rationalizing the Establishment / Administration budget and focusing on program related activities.</p> <p>ii. The E&FC unanimously approved the Budget Estimates of Rs. 13.3 Billion for the next Financial Year (2022-23) as proposed and directed for preparation of budget (internal) by the management accordingly.</p>	As approved by the Board at agenda # 7 of its meeting on 18-04-2023
10 th EFC Meeting item 4.3	Medium Term Budgetary Framework	The Committee resolved that the management may pursue MTBF with the Finance Department and apprise progress in the next meeting of the E&FC.	The Board was apprised that SEF has already submitted the MTBF with the Finance Department, Govt. of Sindh and that SEF readily coordinates with FD GoS on budget matters.
8 th EFC Meeting item 2.2 10 th EFC Meeting item 4.4	<p>Status of SEF Funds</p> <p>4.4.1 Endowment Fund</p> <p>4.4.2 Gratuity Fund</p>	The Committee noted the updates and directed the Foundation to pursue the Rules with SE&LD, making extra efforts for notification and have the updates reported in the forthcoming meeting of the Board. The Committee also directed the management to prepare a policy for the utilization of profit earned on the investments of Endowment Fund.	On the recommendation of the MD, the Board directed that the Foundation may notify the 'SEF Endowment Fund Investment and Utilization Policy' under the provisions of the SEF Act 1992 and the SEF Finance, Audit & Accounts Rules (2017).
10 th EFC Meeting item 4.5	<p>Status of SEF's various Audits</p> <p>4.5.1 The Annual Audit conducted by DG Audit Sindh for FY 2018-19 and FY 2019-20.</p>	The Committee noted the updates and further directed that the Foundation diligently pursue the matter with the Department. The Committee also observed that the SEF, being a Government Organization, is already audited by the Government. Hence, the Department may rectify the anomaly at its end.	As approved by the Board at agenda # 7 of its meeting on 18-04-2023



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	<p>4.5.2 The Performance Audit of SEF Assisted Schools Program by AGP.</p> <p>4.5.3 Proceedings of Public Accounts Committee (PAC) for unsettled paras</p> <p>4.5.4 The Annual Audit conducted by DG Audit Sindh for FY 2020-21.</p> <p>4.5.5 Audit of Financial Statements for the FY 2017-18 to FY 2020-21 by Chartered Accountant Firm.</p> <p>4.5.6 Approval of Accounts FY 2015-16 and FY 2016-17.</p>		
10 th EFC Meeting item 4.4	Procurement of Vehicles	As the matter had already been deliberated in the 9 th meeting of the E&FC, the committee after reviewing the proposal submitted by the Foundation endorsed the same and directed to follow the due procedure and initiate a summary for the Chief Minister Sindh / Chairman BoGs with the proposal to be presented in the forthcoming meeting of the Board for endorsement.	The Board approved the recommendations of E&FC vide agenda 2.2 of BoGs meeting dated 18-4-23.
10 th EFC Meeting item 6.1	Proposal for revision in policy of "HR Special Medical Coverage"	The Committee after due deliberation agreed to the proposal as has been previously approved by the Board with the slabs to be changed and the MD to be authorized as proposed.	<p>As recommended by the E&FC, the existing approval slabs of reimbursement against medical treatment of life threatening diseases as under is approved as under;</p> <ul style="list-style-type: none"> • The MD is authorized to reimburse medical expenses up



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			<p>to Rs. 1 million for any employee in any financial year.</p> <ul style="list-style-type: none"> • The MD may seek approval of the E&FC for the payment of medical expenses up to Rs. 2 million. • The MD may seek approval of the Chairman BoGs for payment of medical expenses beyond Rs. 2 million. <p>The vetting of bills / expenses by the Third Party (Insurance Firm) may also be acceptable for processing the claims expediently. Furthermore, the MD is authorized to process approvals pertaining to himself as per the powers defined in the Schedule-‘A’ of the SEF Finance, Audit & Accounts Rules (2017)</p>
10 th EFC Meeting item 6.2	Revision of SEF Allowance	The Committee, after due consideration, recommended the second option with 40% increase for lower grade employees (PG 1-5) instead of the proposed 35% for the approval of the Board. As regards, the revision of Scales, the Committee directed the Foundation to revise the salary scales as notified by the Government from time to time according to the decision of the Board in its 8 th meeting.	The Board approved the recommendations of E&FC vide agenda 2.2 of BoGs meeting dated 18-4-23.
10 th EFC Meeting item 6.3	Approval of the employment terms & conditions of Mr. Naeem Anwar Deputy Managing Director (Support Services), SEF	The E&FC approved the revised terms and conditions of the DMD (Support Services), Mr. Naeem Anwar.	The Board approved the recommendations of E&FC for the revised terms and conditions of the DMD (Support Services), Mr. Naeem Anwar.
10 th EFC Meeting item 6.4	Deduction of Conveyance Allowance	The E&FC taking lenient view of the fact that this pick & drop service was premised on the basis of encouragement and facilitation of female employees, recommended to accord one-time waiver against the recovery as per audit’s observations contingent with the approval of the Board.	The Board approved the recommendations of E&FC taking lenient view of the fact that this pick & drop service was premised on the basis of encouragement and facilitation of female employees, approved one-time waiver against the recovery as per audit’s observations.



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10 th EFC Meeting item 7.1	Inclusion of both SEF Deputy Managing Directors in the E&FC	The Committee agreed with the suggestion of the Managing Director and accorded endorsement for inclusion of both DMDs in the E&FC (having voting rights) and with DMD (Support Services) as the Member / Secretary of the Committee.	The Board approved the recommendations of E&FC for inclusion of both DMDs in the E&FC (having voting rights) and with DMD (Support Services) as the Member / Secretary of the Committee.
11 th EFC Meeting item 2.1	Compliance updates	<ul style="list-style-type: none"> i. The Committee noted the compliance updates and appreciated the efforts of the MD and management for taking up critical matters with the Minister E&L, Sindh. ii. The Committee also ratified the Note approved by the Chair and approved the SEF Accounts of FY2015-16 and FY2016-17 conducted by M/s Kreston Hyder Bhimji and Ahmed Saif & Co. 	As per recommendation of the E&FC, the Board approved the SEF Accounts of FY2015-16 and FY2016-17 for the Audit Report by third party.
11 th EFC Meeting item 2.2	Portfolio updates	<ul style="list-style-type: none"> i. The E&FC noted and appreciated the progress of the Foundation and encouraged the trend in upgradation of schools with focus on post-primary education. ii. The E&FC also encouraged to have more focused training and development activities targeting the improvement of learning outcomes and emphasized on continuous professional development. iii. The E&FC also appreciated the operationalization of People's School Program (PSP) and endorsed the 'Establishment Cost' released by SEF as per the mechanism approved by the Board. The Committee also endorsed that SEF should be made part of the consultation process for the selection of potential sites for the construction and the design of the schools given the problems being faced by the Foundation and its partners under PSP. iv. The E&FC also endorsed the need for additional budget for schools under PSP on the basis of increase in enrollment. v. The E&FC acknowledged the development of a distinct Quality Assurance Framework (QAF) and 	<ul style="list-style-type: none"> i. The Board endorsed the E&FC and encouraged the Foundation for upgrading schools and creating opportunities for post-primary education. ii. The Board endorsed the E&FC for having Continuous Professional Development programs instituted at SEF, particularly through PDCs. iii. The Board appreciated the progress made under the People's School Program and endorsed the release of funds for mobilization at these schools under the already approved 'Establishment Cost'. iv. The Board approved the recommendation of the E&FC and directed Finance Department to support SEF for its requirement of additional funds for PSP. v. The Board approved the 'Quality Assurance Framework' developed by SEF for People's School Program and encouraged to have consultation with Partners and further engagement



		encouraged to have consultation with Partners and further engagement of experts with a view to enhance quality outcomes.	of experts with a view to enhance quality outcomes.
11 th EFC Meeting item 2.3	<p>Result of Annual Student Assessment 2021-22</p> <p>2.3.1 Summary of results</p>	<p>i. The E&FC noted the results of SEF's Annual Student Assessment (2022) and appreciated the efforts of the Foundation and opined that the outcomes need to be improved by more enriched inputs and focus on academics.</p> <p>ii. The E&FC also recommended to have an initiative like INSTAL preferably with provision of LED Smart TVs and learning gadgets for all Foundation Assisted Schools.</p> <p>iii. The E&FC also recommended to explore open market printing of learning material, including worksheets, teaching-learning and training aids.</p> <p>iv. The E&FC also endorsed that idea of engaging a consultant for review of Assessment Design and Implementation as has been already agreed by the Academic Sub-Committee.</p>	<p>i. The Board noted the results of SEF's Annual Student Assessment (2022) and appreciated the efforts of the Foundation endorsed the recommendation of the E&FC that the outcomes need to be improved by more enriched inputs and focus on academics.</p> <p>ii. The Board approved the recommendation of the E&FC and directed the management to launch the 'Digital Learning Program' and evolve multiple initiatives under this umbrella under the guidance of the E&FC.</p> <p>iii. The Board approved the recommendation of the E&FC for exploring open market printing of learning material, including worksheets, teaching-learning and training aids with preference to be given to STBB through an institutional arrangement.</p> <p>iv. The Board approved the recommendation of the E&FC for engaging consultants for review of Assessment Design and Implementation as has been already agreed by the Academic Sub-Committee.</p>
11 th EFC Meeting item 2.3	<p>2.3.2 Status of schools with consecutive failures</p>	<p>i. The Committee recommended that this matter is operational in nature and is more of a case-to-case basis decision. Accordingly, the management may decide this as per the standing policy.</p> <p>ii. Moreover, for the instant matter, the E&FC agreed with the following proposal of the management for schools with consecutive failures, facing penalty of contract termination as per Contract:</p>	<p>i. The Board approved the recommendation of E&FC that matters related to schools are of an operational nature and may be decided by the management as per programmatic policies.</p> <p>ii. The Board approved the recommendation of the E&FC as under:</p>



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		<table><tr><th>No. Schools</th><th>Status</th><th>Proposal</th></tr><tr><td>10 schools</td><td>Qualified assessment</td><td>Continuation of Partnership</td></tr><tr><td>13 schools</td><td>Failed in assessment</td><td>Continuation of Partnership and waiver of penalty of schools with an enrollment of less than 300</td></tr><tr><td>21 schools</td><td>Failed in assessment</td><td>Termination of Contract & Replacement of Partner</td></tr><tr><td>02 schools</td><td>Failed in assessment</td><td>Partner has withdrawn</td></tr></table> <p>iii. The E&FC endorsed the waiver of penalty of 08 schools (where enrollment is less than 300) subject to the condition that the Partners will ensure better quality inputs and the schools will perform better in the forthcoming student assessments.</p> <p>iv. The E&FC further recommended to review the accountability mechanism, particularly the penalty clauses with the direction to have this further deliberated in the Academic Sub-Committee for firming up a proposal for an alternate strategy.</p> <p>v. The E&FC acknowledged the challenges being faced by the Foundation on the field and suggested for more focus on academic support to the SEF Schools.</p>	No. Schools	Status	Proposal	10 schools	Qualified assessment	Continuation of Partnership	13 schools	Failed in assessment	Continuation of Partnership and waiver of penalty of schools with an enrollment of less than 300	21 schools	Failed in assessment	Termination of Contract & Replacement of Partner	02 schools	Failed in assessment	Partner has withdrawn	<table><tr><th>No. Schools</th><th>Status</th><th>Proposal</th></tr><tr><td>10 schools</td><td>Qualified assessment</td><td>Continuation of Partnership</td></tr><tr><td>13 schools</td><td>Failed in assessment</td><td>Continuation of Partnership and waiver of penalty of schools with an enrollment of less than 300</td></tr><tr><td>21 schools</td><td>Failed in assessment</td><td>Termination of Contract & Replacement of Partner</td></tr><tr><td>02 schools</td><td>Failed in assessment</td><td>Partner has withdrawn</td></tr></table> <p>iii. The Board approved the recommendation of the E&FC and allowed the waiver of penalty on 08 schools (where enrollment is less than 300) subject to the condition that the Partners will ensure better quality inputs and the schools will perform better in the forthcoming student assessments.</p> <p>iv. The Board also approved the recommendations of the E&FC to review the accountability mechanism, particularly the penalty clauses with the direction to have this further deliberated in the Academic Sub-Committee for firming up a proposal for an alternate strategy.</p> <p>v. The Board approved the recommendation of the E&FC for strengthening academic support to SEF Schools.</p>	No. Schools	Status	Proposal	10 schools	Qualified assessment	Continuation of Partnership	13 schools	Failed in assessment	Continuation of Partnership and waiver of penalty of schools with an enrollment of less than 300	21 schools	Failed in assessment	Termination of Contract & Replacement of Partner	02 schools	Failed in assessment	Partner has withdrawn
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11 th EFC Meeting item 3.1	Constitution of Sub Committee for Finance and Audit matter	<p>i. The E&FC agreed with the proposal of the management for having a two-member Sub-Committee on Finance, Audit & Accounts and appreciated the idea of giving more impetus on governance and financial prudence.</p> <p>ii. The Chair suggested to get concurrence from Dr. Qazi Masood on his role in this Sub-Committee before issuing the notification. He</p>	<p>i. The Board approved the recommendation of the E&FC for having a two-member Sub-Committee with proposed composition & TORs, i.e. Dr. Qazi Masood and Hasnain Qamar Shah, on Finance, Audit & Accounts for giving more impetus on governance and financial prudence.</p>																														



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		<p>further advised to seek his view on the legal status of his position as Member of SEF BoG after the nomination as Member Sindh Public Service Commission (SPSC).</p> <p>iii. The E&FC further suggested that if Dr. Qazi Masood conveys his inability to continue as Member BoG, the management may seek the next nomination from the Chair BoG/CM Sindh and follow the procedure as advised, before issuing notification.</p>	<p>ii. The Board also approved the recommendation of the E&FC for seeking comments from Dr. Qazi Masood as well as from SPSC on the legal status of his position as Member of SEF BoG after the nomination as Member Sindh Public Service Commission (SPSC).</p> <p>iii. The Board also approved the recommendation of the E&FC that if Dr. Qazi Masood conveys his inability to continue as Member BoG, the management may seek the next nomination from the Chair BoG/CM Sindh and follow the procedure as advised, before issuing notification</p>
11 th EFC Meeting item 3.2	Seeking permission to approach Finance Department GoS for utilization of remaining funds of Girls Stipend	<p>i. The E&FC agreed to the proposal of the management for approaching the Finance Department, Govt. of Sindh to seek permission for use of the aforesaid balance funds during FY 2022-23 for the same purpose (Girls' Stipend) and utilize the same as directed by the Chair.</p> <p>ii. The E&FC also directed to improve the SOPs of data management, coordination with the vendor for effective and flawless mechanism of disbursement of the stipend.</p>	<p>i. The Board approved the recommendations of E&FC and allowed the Foundation to utilize the refund of Girls' Stipend (from FY 2021-22), i.e. Rs. 54,803,000/- for the disbursement of Girls' Stipend in FY 2022-23.</p> <p>ii. The Board approved the recommendation of the E&FC for SEF to have SOPs instituted for the mechanism of disbursement of Girls' Stipend.</p>
11 th EFC Meeting item 4.1	Waiver to the recovery of amount on account of Group Life Insurance premium amounting to Rs1,914,124/- towards SEF Employees	The E&FC agreed with proposal of the management and recommended to the BoG to grant the waiver to the recovery of the amount of Rs1,914,124/- from the salary of SEF Employees against the premium already paid from SEF's budget.	The Board approved the recommendations of the E&FC and granted waiver to the recovery of the amount of Rs1,914,124/- from the salary of SEF Employees against the premium already paid from SEF's budget.
11 th EFC Meeting item 4.2	Approval for the reimbursement of medical bills of the daughter of Mr. Abdul Haq Soomro,	i. The E&FC accorded the ex-post facto approval of the bills of newborn baby of SEF Employee Mr. Abdul Haq Soomro, Assistant Director (IT) duly verified and endorsed by a Special Medical	i. The Board approved the reimbursement of Rs. 1.611535 Million of the medical bills of newborn baby of SEF Employee Mr. Abdul Haq Soomro, Assistant Director (IT) duly



	Assistant Director (IT) (BS-17), SEF Head Office Karachi	<p>Board of Services Hospital, Government of Sindh for the reimbursement to the employee to the tune of Rs.1.611535 Million.</p> <p>ii. The E&FC recommended that given the difficulty faced by the employees, the claim processing may be done through circulation and a claim shall be treated as approved if at least three Members of the E&FC sign it through circulation.</p>	<p>verified and endorsed by a Special Medical Board of Services Hospital, Government of Sindh.</p> <p>The Board also accorded principal approval for the claim of remaining bills amounting to Rs. 1.18 Million of the newborn baby of SEF Employee Mr. Abdul Haq Soomro, Assistant Director (IT) subject fulfillment of codal formalities for which SEF has already initiated a summary for the Honorable Chief Minister Sindh.</p> <p>ii. The Board also approved the recommendation of the E&FC for processing of claims which may be done through circulation and a claim shall be treated as approved if at least three Members of the E&FC sign it through circulation.</p>
11 th EFC Meeting item 5.1	Re-establishment of schools damaged/destroyed in Floods / Rains	<p>i. The E&FC recommended to allow the waiver of the recovery of the Establishment Cost of all the SEF schools damaged or destroyed in the rains / floods.</p> <p>ii. The E&FC recommended to award the 'Rehabilitation Cost' of up to 1 million as per the modality approved by the Board while slabs of amounts (e.g. Rs. 0.5 Million or 0.3 Million) may be based on the findings of the damage assessment survey conducted by the M&E team of SEF.</p> <p>iii. The E&FC also recommended to pursue the Government's relief package, if applicable for these schools.</p> <p>iv. The E&FC authorized the management to decide about relocation of schools and for continuing or stopping the subsidy of the affected schools as it is an operational matter and the need may vary from case to case. The</p>	<p>The Board approved the recommendations of E&FC in principal, however, the Board directed the management to evaluate the damage claims and encourage the partners to rehabilitate the schools where possible. Moreover, the Board authorized the management to decide on recovery of establishment cost and award of 'Rehabilitation Cost' on case to case basis, if required.</p>



SEF/784/2023

		E&FC or the Board may however be apprised regarding the decision taken by the management along with the rationale and implication thereof.	
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SEF/784/2023

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**C.M's. DIRECTIVE
MOST IMMEDIATE**

**CHIEF MINISTER'S SECRETARIAT, SINDH
KARACHI**

No.SO (V)/CMS/SEF/(3)/2022/1284
Karachi, dated 25th March, 2022

To,

The Managing Director,
Sindh Education Foundation,
Government of Sindh,
Karachi.

SUBJECT: PROGRESS UPDATES AND APPROVALS FOR THE FOUNDATION

I am directed to refer to a note for the Principal Secretary to Chief Minister, Sindh bearing No.SEF/364/22 dated 04.02.2022, on the subject noted above.

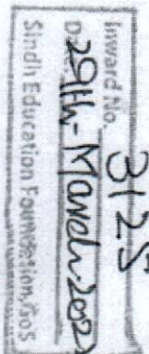
02. The Honourable Chief Minister, Sindh has perused the recommendations / decisions of the Executive & Finance Committee, Sindh Education Foundation and has been pleased to pass appropriate orders, where required. Such directions are being attached accordingly, with a request to take further necessary action, as per law, policy, and rules.

Enclosed: **(05 pages)**

(MARJAN FATIMA)
SECTION OFFICER (V)

Copy for information and necessary action:

1. The Additional Secretary (Staff/III), Chief Minister's Secretariat, Sindh, Karachi
2. PS to Principal Secretary to Chief Minister, Sindh, Karachi.
3. The Master file.





Sindh Education Foundation
Government of Sindh

SAY NO TO CORRUPTION

Ref: SEF/264/22

Date: 04-02-22

**NOTE FOR THE PRINCIPAL SECRETARY TO THE
CHIEF MINISTER SINDH**

Subject: PROGRESS UPDATES AND APPROVALS FOR THE FOUNDATION

This is to apprise the Honorable Chief Minister Sindh / Chairman SEF BoGs that after the 11th meeting of the Board held on 13th January, 2021, two meetings of the Executive & Finance Committee (E&FC) have been held on 5th June, 2021 and 21st October, 2021 respectively, whereby various important matters were discussed and recommended for approval of the Board. Minutes of the both meetings are attached (Annexure-A).

2. The Honorable Chief Minister may like to recall that it was directed in the last meeting by the Board that in the matters pertaining to administration and that of urgent nature may be implemented by the management on the recommendation of the Executive & Finance Committee (E&FC) and brought to the Board in next meeting for endorsement.

3. Accordingly, some of the matters which have been recommended by the E&FC have been implemented by the Foundation and need to be placed before the Board in the next meeting for approval. The compliance status of the decisions / recommendations of the E&FC is placed on board for the kind perusal and approval of the honorable Chief Minister / Chairman BoGs which will be submitted to the Board of Governors in the next meeting. (Annexure-B).

4. Honorable Chief Minister / Chairman SEF BoGs may like to approve para 3- above.

5. The Principal Secretary to the Chief Minister Sindh.

Abdul Kadir Kazi
Managing Director

The Honorable Chief Minister Sindh / Chairman SEF BoGs.



SLP/264/2022

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Regional Offices: Karachi Ph: 021-34305752-54, 021-34301460-63,
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Sukkur Ph: 071-5632292-3, 071-9310985, Mirpurkhas Ph: 0233-9290385

District Offices: Jamshoro, Umerkot, Mithi, Badin, Khairpur, Naushahro
Feroze, Kamber-Shahdadkot, Dadu, Larkana, Shaheed Benazirabad,
Sanghar, Thatta, Shikarpur, Ghotki & Satellite Office Sehwan.

PS/AS-III/CMS/Dairy No. 359
Dated 08-02-2022

ANNEXURE-C
PART - I

S#	Agenda	Programs & Planning			Comments / Remarks
		Recommendation of EFC	Implementation & Current Status		
1	2	3	4	5	
1.	Status of People's School Program (English Medium & Comprehensive High Schools)	Process for the award of schools approved by the E&FC.	The scrutiny of the proposals has been completed and the process is in final stage for award of 36 schools to be functionalized from Academic Year 2022-23. Education Department is being requested for release of PKR. 400 million for advance subsidy.	<p>i. A summary initiated by School Education & Literacy Dept. (SELD) was approved on 27/10/2020 (Flag-F) for handing over English Medium Comprehensive High Schools to SEF along with annual subsidy grant of Rs.500 million to SEF in the FY2020-21, followed by enhanced grant of Rs.650 & Rs.800 million in subsequent two years.</p> <p>ii. Rs.100 million has so far been released as per MD SEF.</p> <p>iii. It shall be ensured that the process of award is fair, transparent, and meritorious.</p> <p>iv. Besides, subsidy amount should be fairly utilized and after observing all codal formalities.</p>	

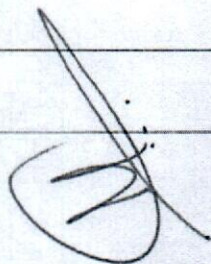
2.	Sindh School Education Scholarship Program (SSESP)	<p>The Committee recommended that the scholarship portfolio be reflected as a separate line for allocation of budget from next BY 2022-23.</p> <p>For requirement of additional funds for SSESP the Committee directed the management to take up the matter with Finance Department, GoS.</p>	<p>The Foundation took up the matter with Finance Dept. which recommended to prepare a Medium Term Budgetary Framework (MTBF). Accordingly, the Foundation has prepared the MTBF and the same will be presented to the next E&FC in its forthcoming meeting.</p>	<p><i>The SEF should continue to coordinate with Finance Dept. to finalize the MTBF, and reflection of SSESP as a separate line for allocation of budget, in accordance with BoG's decision.</i></p>
3.1	Distribution of School vans	<p>Previously, 12 school vans were procured by the Foundation and approved by the Honorable CM for distribution at select SEF Schools.</p> <p>The E&FC has recommended that instead of having these vans distributed to only a few Assisted Foundation Schools and given the expansion of portfolio, 08 of these vans may be used in field offices of SEF and 04 of these vans may be distributed among the Scholarship Partners.</p>	<p>The decision will be implemented after final approval of the HCM/Chairman SEF to the following distribution plan recommended by E&FC:</p> <ul style="list-style-type: none"> • Eight (08) Vehicles to be utilized at SEF Field Offices • Four (04) vehicles to be distributed to following schools: <ol style="list-style-type: none"> 1. Public School Gadap 2. Mirpurkhas Public School 3. Public School Hyderabad 4. NIV Govt. Higher Sec. School 	<p>i. The MD SEF has requested that the HCM/Chairman SEF may please review the previous approval of distribution plan of 12 school vans to selected Foundation Assisted Schools.</p> <p>ii. The HCM/Chairman SEF may either consider and approve the recommendation of E&FC for distribution of twelve (12) vehicles as proposed in Column 4, OR the earlier decision regarding distribution may remain intact.</p> <p><u>Decision / Orders:</u></p> <ul style="list-style-type: none"> • SEF to implement the earlier decision of the Board.

3.2	Procurement of required vehicles at SEF	The E&FC also agreed with the Foundation's proposal of procuring additional vehicles from already allocated head in SEF's own budget considering the shortage of vehicles for field duty due to a number of condemned vehicles had been auctioned in the past year.	The Foundation proposes to procure twenty four (24) additional vehicles for field operations from the approved allocation in the budget of CFY requiring no additional funds.	<i>The procurement of additional vehicles from the proceeds of auction as well as allocation for the new vehicles may be taken up in the Board meeting followed by its placement in the cabinet for approval, subject to recommendation/approval by SEF Board.</i>
Financial Matters				
4.	Updates on SEF Budget	<p>The E&FC has recommended the budget of Rs. 10,750,000,000 for CFY for approval.</p> <p>The E&FC endorsed the gradual implementation of the subsidy raise, as approved in the 11th BoGs' meeting, in phases in three financial years.</p>	<p>The first phase of subsidy rates revision (increase) has been notified with the subsidy for the post-primary portfolio being enhanced in year 2021-22.</p> <p>The per child subsidy rates were originally approved in 2017. These were revised in 2021 and approved by Board, which subsequently increased the budgetary requirement for SEF.</p> <p>However, the SEF did not receive the revised enhanced budgetary allocation in the CFY, due to which, the revised subsidy rates of 2021 are being implemented in phase-wise manner.</p>	<p><i>i. The SEF may present the budget before the BoGs in forthcoming meeting for approval.</i></p> <p><i>ii. Moreover, SEF may continue phase-wise implementation of revised subsidy rates duly approved by the Board.</i></p>

ANNEXURE-C
PART - II

Programs & Planning				
1	2	3	4	5
S#	Agenda	Recommendation of EFC	Implementation & Current Status	Comments/ Remarks
5.	Expansion of portfolio of Foundation Assisted Schools in pursuance of the decisions of the Board on agenda 8.2 of the 11 th Board of Governors Meeting dated 13 th January 2021	The Committee acknowledged and commended the efforts of the Foundation for expanding its portfolio in 2021 from 1729 schools to 2673 schools by opening 944 new schools.	<p>Compliance has been made.</p> <p>More than 70% construction work in around 90% schools has been completed within a period of 07 months only.</p> <p>Initial data received from the regions show an enrollment of 830,000 students as compared to 475,000 students in the last year.</p>	
6.	Restructuring at Field level: Creation of Shaheed Benazirabad and Larkana Regions	<p>Administrative Matters: SEF Restructuring</p> <p>Considering the increased number of schools and enrollment and for ease of operation, the E&FC approved the establishment of two new Regional Offices, Larkana and Regional Office Shaheed Benazirabad</p> <p>Benazirabad (covering districts of respective divisions) in line with the on-going organizational restructuring with no additional financial requirement at the moment.</p>	<p>The provisional establishment of the two new Regional Offices of SEF (i.e. Regional Office Larkana and Regional Office Shaheed Benazirabad) has been notified (Annexure-C).</p>	<p>i. As per Rule 16(1) of the SEF (Conduct of Business Rules) 2017, SEF can establish regional offices as determined by MD SEF.</p> <p>ii. <i>At present, these offices have been setup with no additional financial requirements. However, in future, when financial requirement for these offices will be needed, SEF shall bring the matter before the Board for approval.</i></p>

7.	Restructuring at Head Office Level: Streamlining the distribution of work under Two DMDs	<p>The E&FC endorsed the management proposal of having two positions of Deputy Managing Directors instead of one for the distribution of work in two portfolios i.e. "Operations" and "Support Services".</p>	<p>The Foundation has notified the distribution of work under two portfolios (Annexure-D), as under:</p> <ol style="list-style-type: none"> 1. Deputy MD (Operations) Three departments of core operations, i.e. Programs & Planning (including field based support), Training & Assessment and Communications, Publications & Research are being supervised by Deputy Managing Director (Operations). 2. Deputy MD (Support Services) The support services, i.e. Administration, Finance, IT, HR, Monitoring are being supervised by Deputy Managing Director (Support Services) at the Head Office 	<ol style="list-style-type: none"> One position of Deputy MD already existed while one vacant position of Director (19) has been redesignated to Deputy MD. This has been done in accordance with the Schedule A (S#1) of the SEF Finance, Audit & Accounts Rules (2017). <i>The financial implication, if involved, in restructuring, shall be brought before BoG's meeting for approval.</i>
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Proposal for collaboration with Teach the World Foundation

Preamble

According to UNICEF, Pakistan has the second highest number of out-of-school children in the world with an estimated 22.8 million children aged 5-16 not attending school, representing 44 per cent of the total population in this age group. In Sindh, 52 percent of the poorest children (58 percent girls) are out of school and this number is feared to have drastically increased after the floods of 2022. The Right to Free and Compulsory Education Act 2013 makes it obligatory for the Government to ensure that every child of school going age is provided free and compulsory education, hence this challenges is getting more and more critical for the government with every passing day. The out-of-school children (those who have never enrolled in schools and those who have dropped out) have also been catered through the Non-Formal Education Policy of the Government of Sindh which provides an alternate route and an accelerated approach for targeting OOSC and mainstreaming them in formal settings.

In pursuance of the vision of the honorable Chief Minister Sindh, an 'Accelerated Digital Learning Program' pioneered by the "Teach The World Foundation" (TTWF) is being considered for implementation to swiftly address the issue of out-of-school children as well as to improve learning and socio-economic gains. The initial proposal of submitted by the TTWF after the meeting at the CM House has been analyzed by SEF as under:

S#	Proposal of Teach The World Foundation (TTWF)	Observations of SEF	Recommendations
1	<p><u>Project Summary</u></p> <p>The primary objective of this project is to lay the foundation for solving the education crisis in Sindh ... for the long-term. It will focus first on the biggest problem we face—between 6 – 8 million out-of-school children. It will leverage digital learning, which we believe offers the most effective solutions to our crisis.</p> <p>This will be a joint project between the Government of Sindh (GOS), the Sindh Education Foundation (SEF) and Teach the World Foundation (TTWF), which has pioneered digital learning in underprivileged</p>	<p>The Foundation partners with organizations which are selected through a competitive process.</p> <p>In this instance, M/s Teach The World Foundation (TTWF) is a Not-for-profit entity and has put forth an innovative solution to address</p>	<p>In relaxation of the competitive process, the Partnership of SEF with TTWF may be approved by the Honorable Chief Minister Sindh / Chairman SEF BoGs to be subsequently placed before the Board for endorsement.</p>



SEF/784/2023

	<p>communities and whose world-class expertise has been recognized by prestigious institutions including the World Bank and others.</p> <p>The project will start as a pilot program for around 10,000 out-of-school children in Southern Sindh and 2500 InSchool children; if successful, it will be scaled to millions across Sindh.</p> <p>A key sub-objective is to make this Sindh-led project a model for the rest of Pakistan ... and for the world.</p>	<p>the most challenging issue of out-of-school children (OOSC).</p> <p>The engagement model with TTFW would require waiver of competitive process for partnership with TTWF.</p>	
2	<p><u>Background of organizations involved</u></p> <ul style="list-style-type: none"> • Teach the World Foundation is a pioneer in deploying K-5 digital learning solutions in underprivileged communities. Since its launch in 2016, it has successfully deployed its programs in 20+ high need areas across Pakistan. • Sindh Education Foundation has been a strong arm of the GoS in addressing the province's education crisis, with multiple programs launched since 1992. It often incubates, tests and pilots new concepts, before taking them Sindh-wide. • The Government of Sindh runs 42,000+ schools, representing the vast majority of schools in the province, with SEF being one arm running 2600+ schools. 		
3	<p><u>The Problem</u></p> <p>We have an education crisis in Sindh.</p> <p>It is a crisis of <u>Access</u>, <u>Quality</u> and <u>Accountability</u>... 6 - 8 M children are out-of-school, the majority of 6th graders operate at the 2nd grade level, there is little to no accountability for learning outcomes. This situation has been vastly worsened by the recent floods.</p> <p><u>The Challenge</u></p> <p>Traditional approaches will NOT solve this crisis in an acceptable time frame.</p>	<p>According to UNICEF, Pakistan has the second highest number of out-of-school children in the world with an estimated 22.8 million children aged 5-16 not attending school, representing 44 per cent of the total population in this age group.</p> <p>In Sindh, 52 percent of the poorest children (58 percent</p>	<p>An innovative digital learning solution based on accelerated and non-formal approach is recommended to be launched on immediate basis.</p> <p>The project will be piloted for initial 18 months with 125 Centers (100 MicroSchools and 25 existing Foundation Assisted Schools) with</p>



	<p>Estimates show that even if funding and capacity existed, it would take 20+ years to make meaningful progress. Just the out-of-school population in Sindh will need:</p> <ul style="list-style-type: none"> • ~ 150,000 additional teachers • ~ 25,000 new schools (building 3 to 4 schools a day for the next 20 years) 	<p>girls) are out of school and this number is feared to have drastically increased after the floods of 2022. SEF is engaging its partners at Foundation Assisted Schools and in Non-Formal Education streams but scale of the problem is massive.</p>	<p>an estimated number of 12,500 beneficiaries.</p> <p>The pilot project would require an estimated cost of PKR. 710 Million.</p> <p>The viability of this project shall be periodically gauged by the SEF as regards expected outcomes for mainstreaming and learning gains. Subject to the success of the pilot, the SEF may propose ways for sustainability and expansion of the project, including financing through PPP Policy Board or ADB supported Education Impact Bond etc.</p>
4	<p><u>Our Solution</u></p> <p><i>eLEARNING + TABLETS/SMARTPHONES + EDUCATIONAL GAMES</i></p> <p>We use the world's best educational games to teach reading, writing and math, delivering them on tablets/smartphones, in a facilitated setting.</p> <p><i>Our proposed solution is a mix of Digital Microschools (MS) and InSchool Digital Classrooms (IS) ... to provide ACCESS to out-of-school children in localities without schools and QUALITY EDUCATION for children enrolled in existing GoS (SEF) schools.</i></p> <p><i>Our solution is simple, scalable and highly cost-effective ... We can launch a MicroSchool for 100 children in 6-8 weeks, at approx cost of Rs. 3,500 per student/per month. Our InSchool program for 105 children costs Rs. 1,700 per student/per month.</i></p> <p><i>Our program is managed by a facilitator who is trained in less than a week.</i></p> <p><i>Our model includes very strong governance mechanisms that ensure strong execution.</i></p>	<p>The procurement of software and hardware would be done by the solution provider, i.e. Teach The World Foundation (TTWF).</p> <p>One stream would be of new centers called 'MicroSchools' based on Non-Formal Education and the other stream would be of 'InSchools' to complement existing formal teaching-learning process at Foundation Assisted Schools.</p> <p>Governance of the intervention would be through a Partnership Instrument mutually developed by the parties (SEF and TTWF).</p>	
5	<p><u>Impact Evaluation</u></p> <p>An interim evaluation will be conducted in Jul - Sep 2024 and a final evaluation for schools will be conducted by SEF for certification and</p>	<p>Currently, the Directorate of Non-Formal Education (DNFE) assesses the learners who have</p>	<p>For the project, the TTWF has proposed that SEF may be authorized by the School Education &</p>



	<p>mainstreaming. The program will be evaluated on the following KPI's:</p> <ul style="list-style-type: none"> • Learning gains in English, Math and Urdu on an absolute and relative basis • Mainstreaming of a significant percentage of the total student population 	<p>completed Package C and after qualifying the test, an equivalency certificate is issued by the DNFE for Primary level completion.</p> <p>However, the experience of experts in NFE suggest that this duration can be minimized and the testing and equivalency can be competency based.</p> <p>TTWF would need to add the subject / content (digital or physical) to comply with the competency / equivalency requirements.</p>	<p>Literacy Department, Govt. of Sindh to implement testing and issue certifications that allow for competency based streamlining of students and DNFE to be directed for facilitation of SEF and TTWF for smooth implementation of this intervention.</p> <p>The duration of the total program will be 18 months and TTWF may be allowed to enroll OOSC children of 7 years age and above under this pilot intervention.</p>
6	<p><u>Our Plan</u></p> <p>The magnitude of our problem requires a bold and innovative approach.</p> <ul style="list-style-type: none"> • The key focus of this program will be out-of-school children • A part of the pilot will also address quality of the In-School student population • The plan will require innovation and the use of proven breakthrough models such as Digital MicroSchools and Digital Classrooms • It will be a joint program with the Govt. of Sindh through SEF. • SEF will be the lead partner given its experience in innovative approaches. • Strong joint governance will be a critical part of successful execution. Governance mechanisms will be jointly agreed to by all partners. • Curriculum taught will be aligned to GoS norms/ standards 	<p>The honorable Chief Minister Sindh and the SEF Board of Governors would be apprised with the developments and progress of this project.</p> <p>It is estimated that a total of 12,500 learners would benefit from the pilot intervention spread across 1.5 years.</p>	<p>The Project Management would be housed at SEF.</p> <p>Approval of the Curriculum / Content used by the TTWF by the Directorate of Curriculum, Research and Assessment (DCAR) of School Education & Literacy Department is a pre-requisite for initiating the project. The application of TTWF is under process with DCAR, SE&LD.</p>



	<ul style="list-style-type: none"> Program success will be measured on an ongoing basis with metrics developed in coordination with SEF and GoS. <p>Our “Think Big, Start Small” plan will take a phased approach. Each phase will build on the prior phase in a disciplined, progressive, success-driven manner</p> <p>We will start in areas that have the largest concentration of out-of-school children, likely the largest cities. In each city we will create clusters of schools for maximum efficiency.</p> <ul style="list-style-type: none"> Phase 1 (2023): Begin with Karachi ... as all partners are based in Karachi, this will enable them to provide the closest oversight as well as promote active ongoing engagement and learning of all partners involved <p><i>May 2023 – Dec 2023: Launch 40 MicroSchools + 10 InSchool programs in high need districts in Karachi for 4,500+ students</i></p> <ul style="list-style-type: none"> Phase 2 (2024): Scale to Hyderabad and Mirpurkhas/Other high need districts of Southern Sindh <p><i>Jan 2024 – Dec 2024: Launch an additional 60 MicroSchools + 15 InSchool programs for 8,000+ students in highest need districts in Hyderabad/Mirpurkhas/Southern Sindh.</i></p>		<p>Depending on the viability / success of the pilot, the project will be expanded to other regions across Sindh.</p>
7	<p><u>Sustainability of the MicroSchools</u></p> <p>After the students complete 18 months of the accelerated literacy program, they will be certified by SEF and mainstreamed into requisite grades according to their competencies.</p> <p>At a one-year mark, TTW + SEF will evaluate learning impact and initiate transformation of the MicroSchools pilot project into SEF’s Foundation Assisted Schools and explore other avenues with the GoS (SEF) to make the pilot schools sustainable for the communities.</p>	<p>After an impact evaluation / results of the pilot program, the status of these MicroSchools would need to be ascertained.</p>	<p>The success of the program would be gauged by number of children mainstreamed and other gains (learning and socio-economic gains).</p> <p>For this purpose, a research may also be conducted, either by SEF or by a third-party to gauge the program in its entirety.</p>

<p><u>In Summary</u></p> <p><i>This pilot will build the foundation we will need to scale significantly in the future.</i></p> <p><i>We believe this is a problem we can solve for Sindh in a decade. It will require political will, inspired leadership, championing at the highest levels and superb execution.</i></p>		
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Proposal of Teach The World Foundation (TTWF)	Observation of SEF																				
<p>Table 1: ILLUSTRATIVE SCALING PLAN 2023-24 - School deployments*</p> <table><tr><th></th><th>Phase 1</th><th>Phase 2</th><th>Total</th></tr><tr><td>No. of schools launched (MicroSchool & InSchools)</td><td>50 units</td><td>75 units</td><td>125 units</td></tr><tr><td>No. of Students (approximately)</td><td>5,050</td><td>7,575</td><td>12,625</td></tr></table> <p>*Final scaling work plan will be jointly decided with GoS (SEF)/CM Office</p> <p>Table 2: Estimated Costs</p> <table><tr><td>Funding need in FY22-23 (April 2023)</td><td>PKR 200 M</td></tr><tr><td>Funding need in FY23-24 Q1</td><td>PKR 255 M</td></tr><tr><td>Funding need in FY23-24 Q2</td><td>PKR 255 M</td></tr><tr><td>Total funding need</td><td>PKR 710 M</td></tr></table>		Phase 1	Phase 2	Total	No. of schools launched (MicroSchool & InSchools)	50 units	75 units	125 units	No. of Students (approximately)	5,050	7,575	12,625	Funding need in FY22-23 (April 2023)	PKR 200 M	Funding need in FY23-24 Q1	PKR 255 M	Funding need in FY23-24 Q2	PKR 255 M	Total funding need	PKR 710 M	<p>SEF would be requiring additional budget to carry out the activities under this program.</p> <p>The Government of Sindh will provide additional budget of Rs. 710 Million to SEF under a separate line for further transfer to the TTWF under ‘Accelerated Digital Learning Program’.</p> <p>A detailed workplan will be finalized and made part of the partnership instrument to be signed between SEF and TTWF.</p> <p>These are initial costs and may be subject to fluctuation as the product (software app) used for this program requires subscription fee (which is on per student basis). The cost will be reduced as the Program is scaled up as the subscription costs come down with more subscribers.</p> <p>The governing policies / rules / law will apply accordingly as will the Board’s decision on this intervention.</p>
	Phase 1	Phase 2	Total																		
No. of schools launched (MicroSchool & InSchools)	50 units	75 units	125 units																		
No. of Students (approximately)	5,050	7,575	12,625																		
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Funding need in FY23-24 Q1	PKR 255 M																				
Funding need in FY23-24 Q2	PKR 255 M																				
Total funding need	PKR 710 M																				



Annexure-E**Re-appropriation in FY 2021-22**

(All amounts in PKR)

Sr. No	Name of Non Development	Budget Estimates	Fund Reappropriated	Revised Estimates
Amount in Millions				
1	SEF Establishment/Administration	1,219.212	(270.601)	948.611
2	SEF All Programs	8,357.138	735.690	9,092.828
3	People School Program (PSP)			300.000
4	Teach For Change (TFC)	223.650	(217.713)	5.937
5	Training and Assessment Cost	450.000	(247.376)	202.624
6	SEF Endowment	500.000		500.000
	Total	10,750.000	-	11,050.000

Re-appropriation in FY 2022-23

(All amounts in PKR)

Sr. No	Name of Non Development	Budget Estimates 2022-23	Re-appropriation 2022-23	RE 2022-23	B.E 2023-24
Amount in Millions					
1	SEF Establishment /Administration	1,391.228	(100.000)	1,291.228	1,530.348
2	SEF All Programs	9,308.022	54.803	9,362.825	10,869.652
3	Scholarship Program	900.000	300.000	1,200.000	1,400.000
4	Peoples School Program (PSP)	600.000	(80.000)	520.000	700.000
5	Teach For Change (TFC)	200.000	(120.000)	80.000	200.000
6	Training and Assessment Cost	400.000		400.000	400.000
7	SEF Endowment	500.000		500.000	500.000
	Total	13,299.250		13,354.053	15,600.000