



Request for Proposal (RFP)
For
Short Messaging Services (SMS)
For
Teaching and Administrative Staff of
Elementary & Secondary Education Department
2018-19

Last Date for Submission of Proposal: March 20, 2019

Directorate of Curriculum and Teachers Education (DCTE),
(Assessment & Evaluation Wing)
College Road, Mandian, Abbottabad.

Email: deputydirectorpeace@gmail.com, shafique.atd@gmail.com

Phone: 0992-382634/ 0992-384278, Fax: 0992-381527

www.kpese.gov.pk

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**Request for Proposal (RFP) for
Short Messaging Service (SMS) for Teaching and Non-Teaching staff of
Elementary & Secondary Education Department, Khyber Pakhtunkhwa**

Data Sheet

1	Bid Inviting Authority, Designation and Address	Director Curriculum and Teachers Education, College Road Mandian, Abbottabad.
2	a. Name of the Work b. Tender Reference c. Place of execution	Short Messaging Service (SMS) for Teaching and Administrative staff of Elementary & Secondary Education Department, Khyber Pakhtunkhwa Advertisement DCTE Abbottabad
3	Due Date, Time and Place of submission of Bid Documents.	Bid Documents shall be submitted on or before March 20, 2019 up to 1200 hours to Additional Director Assessment & Evaluation, Directorate of Curriculum and Teachers Education (DCTE), College Road Mandian, Abbottabad. Tel: 0992-384278. Fax:0992381527
4	Date, Time and Place of Qualification Proposal opening	20/03/2019 at 1400 hours in the Office of Director Curriculum and Teachers Education (DCTE), College Road Mandian, Abbottabad.
5	Evaluation of Proposals	Within One Week after the Technical Proposal Opening
6	Date, Time and Place of opening of the Financial Proposals.	Shall be intimated subsequently to Technically Qualified firms
6	Validity of Bid	90 Days From the Date of Opening of Technical Proposal
7	Contact Person	Muhammad Shafique, Additional Director Assessment & Evaluation Wing, Directorate of Curriculum and Teacher Education.(Cell# 03219849337)
8	Award of contract	Within a Month after the Technical Proposal Opening and approval from competent authority

Letter of Invitation

Dear Mr./Ms.:

1. The Directorate of Curriculum and Teacher Education (DCTE), Abbottabad (hereinafter called “Procuring Entity”) invites proposals for **Short Messaging Service for Teaching and Administrative Staff of Elementary and Secondary Education Department, Khyber Pakhtunkhwa**. More details on the services are provided in the Terms of Reference.

2. A firm will be selected under Single Stage Two Envelop Bidding in accordance with the KPPRA 2014 chapter III “Procurement of Works and Non Consulting Services” and procedures described in this RFP.

3. The RFP includes the following:

- 1 - Letter of Invitation
- 2 – Instruction to Firms
- 3 – TORs
- 4 – Evaluation Criterion
- 5 – General

Yours truly,

Director

Directorate of Curriculum and Teacher Education (DCTE)
Government of Khyber Pakhtunkhwa
Abbottabad. Tel: 0992-382634/384278

Request for Proposals

The Directorate of Curriculum and Teacher Education (DCTE) is requesting proposals from experienced and qualified firms in **Short Messaging Service for Teaching and Administrative Staff of Elementary and Secondary Education Department, Khyber Pakhtunkhwa.**

A firm will be selected under **Least Cost System** in accordance with the KPPRA Rules 2014 chapter IV “Procurement of Consultancy Services” and procedures described in this RFP. Detail Bid documents are available on the websites of E&SE Department (www.kpese.gov.pk) and KPPRA (www.kppra.gov.pk).

Bid Documents shall be submitted on **or before 20/03/2019 up to 1200 hours and** will be opened on **20/03/2019 at 2.00 PM.** The bid document will be submitted to:

Director

Curriculum and Teachers Education (DCTE),

College Road Mandian, Abbottabad.

Tel: 0992-382634/ 0992-384278

SECTION - I

Terms of Reference

1. CONTEXT AND INTRODUCTION

Government of Khyber Pakhtunkhwa (GoKP) is in the process of implementing an education reforms agenda aimed at making access to universal and uniform quality education in the province. These reforms are impacting all aspects of the system including curriculum, instruction, and assessment. GoKP fully recognizes that the success of its reform agenda hinges on regular and accurate assessment of the learning achievements of children at various levels of schooling.

With this backdrop, different initiatives have taken place from early grade to higher secondary school level to assess students' learning and suggest remedial activities to improve their learning through quality in-service training programs.

Assessment and Evaluation Wing of Directorate of Curriculum & Teacher Education has conducted sample-based assessment of Children of grade 2 and grade 5 during 2016, 2017 and 2018. The assessment findings were shared with the key stakeholders for taking corrective actions. An effort has been made to prepare the compendium of assessment findings and tips for teachers. The document provides information for teachers about the common mistakes made by the pupils and tips to help them to overcome pupils' learning difficulties. This include tips for key concepts from the subjects of Mathematics, English and Urdu for grade 2 and 5 and also Social Studies and Science for grade 5 against the Student Learning Outcomes tested during the assessment held in 2016, 2017 and 2018. These tips have been converted into the short messages which will be shared with the teachers through SMS messages service. Teachers can adapt the given tips according to their context, classroom environment and pupils' abilities.

2. OBJECTIVES

The Government of Khyber Pakhtunkhwa is seeking a service provider to send short messages to 80,000 primary and 15000 elementary school teachers to improve their content and classroom teaching practices. These messages are related to their Daily Lesson Plans, pedagogy and will be helpful for delivering in classroom. These messages will also be shared with the relevant District Education Office (DEO) staff which will enable them to monitor the improvement in the quality of teaching in the class during their visits to school. This SMS service will also be used to disseminate information other than related to compendium other related information to Elementary Teachers and

3. SCOPE OF WORK

Assessment & Evaluation Wing of DCTE has developed a booklet “**Compendium of student assessments and tips for teachers**” which along with the list of difficult SLOs also contains tips for teachers in the form of messages. This booklet contains 29 messages for children of grade 2, 103 messages for children of grade 5 and 25 messages for children of grade 8. Other than compendium messages some general messages will also be shared with DEO staff and teachers. Below is the tentative no of messages:

S.#	Category	Grade	Total no of Messages in compendium 2017	Total Estimated respondents (Teachers/ staff)	Total Approximate messages
1	Primary school teachers	Grade 2 messages	29	80,000	2,320,000
2	Primary school teachers	Grade 5 messages	103	80,000	8,240,000
3	Elementary school Teachers (CT)	Grade 8 messages	25	15000	375,000
4	Staff of District Education Offices	Grade 2, 5 & 8 messages and general messages	157 (29+103+25)	600	942,000
Tentative total messages					11,877,000

Note: these calculations are made to develop a tentative scope of work which will help participating firms to develop their technical and financial proposal. The number of messages may decrease or increase depending upon the length of the message or availability of contact numbers of teachers. Therefore, firms are suggested to make provision for that variance while preparing financial bid calculations.

1. The firm will be responsible for disseminating the messages developed by the DCTE to all teachers and DEO office staff whose contact numbers will be provided by DCTE in hard/ or soft form whichever is available.
2. The firm will also make provision for SMS Surveys (SMS messages with reply responses).
3. DCTE will be responsible to provide list and contact numbers of all teaching and administrative staff in hard form for messages.
4. DCTE will make a plan to inform which message should be circulated when and to whom.
5. All data entry of contact numbers or other related information will be the responsibility of the selected firm.
6. The successful firm will coordinate with focal person at DCTE for finalizing dissemination plan for the provided messages after the award of the bid.
7. The successful firm will ensure the privacy and confidentiality of the list provided and will not use the numbers for any other purposes.
8. The firm will be responsible to set mechanism for sharing a progress report against the disseminated messages (delivery report). This report will be used as evidence of messages sent and for the calculations of financial disbursement against invoice.
9. The service provider will identify the numbers with portability and make sure that messages are delivered to them as well.

10. The service provider will create separate groups for Teachers, Head Teachers/ Principals, Management staff/ DEOs
11. Postpaid service is required; billing will be made when service is used.

4. TIMELINES FOR THE REQUEST FOR PROPOSAL AND PROJECT

Request for Proposal Timeline:

1. All proposals in response to this RFP should be submitted on the due date.
2. Evaluation of proposals will be conducted within One week after bid opening.
3. Contract will signed with the successful bidder within 30 days from the issue of RFP after taking approval from the competent authority.

Project Timeline:

1. The message should be disseminated from April 2019 onward.

5. SCHEDULE OF DELIVERY

Start date: April, 2019

End date: November 30, 2019

6. DELIVERABLES

Following are the key deliverables of the assignment:

1. Dissemination of Short Messages according to plan mentioned in section 3 “Scope of Work”.
2. Delivery reports, summary sheet for disseminated messages.

7. MANAGEMENT/REPORTING.

The firm will report to Additional Director Assessment and Evaluation DCTE.

INSTRUCTIONS TO BIDDERS

It would be deemed that by submitting a **proposal**, the bidder has:

- made a complete and careful examination of the RFP document and agrees to all conditions and implications that arise from it;
 - sought, obtained and perused all relevant information for the submission of the proposal;
- a. Any error or incomplete submission arising out of an interpretation of the RFP document, its annexures or any information passed on to the bidder by the E&SE Department, Government of Khyber Pakhtunkhwa or any of its officials, the E&SE Department shall not be liable and no request for redressal of grievance or reconsideration can be accommodated.
 - b. The DCTE reserves the right to annul the entire or part of the bidding process or to reject any or all proposals if:
 - at any time during the bidding process, any material misrepresentation is made or discovered;
 - the bidder does not respond to queries or requests for clarifications or requests for additional information; or
 - the bidder or their representatives or any person on their behalf attempts to influence the process of tender in any manner whatsoever

- c. In case of rejection of one or more proposals after the opening of bids, and the bids belong to the highest evaluated bidder, the Directorate of Curriculum and Teacher Education (DCTE), Government of Khyber Pakhtunkhwa reserves the right to continue with the bid and invite the next highest evaluated bidder.
- d. Any measure, taken to modify the bid process as mentioned above, will be at the sole discretion of the Government of Khyber Pakhtunkhwa Province represented by the Directorate of Curriculum and Teacher Education (DCTE), Khyber Pakhtunkhwa and is not negotiable.

THE BIDDING PROCESS

A **single stage two envelop** bidding process shall be followed. Bidders should examine all Instructions, Terms and Conditions as given in the RFP. Failure to furnish information required in the RFP or submission of Bids not substantially responsive or viable in every respect will be at the Bidder's risk and may result in rejection of the Bids. Bidders should strictly submit the Bid as specified in the RFP, failing which the Bids will be held as non-responsive and will be rejected.

Bid shall comprise a single package containing **two separate sealed envelopes** i.e.

- 1. Envelope-A: Technical Proposal and**
- 2. Envelope-B: Financial Proposal**
- 3. Both the Envelopes A and B should be placed in a single outer cover and sealed.**

The outer cover should be super scripted with **“Bid for Short Messaging Service for Teaching and Administrative staff of Elementary and Secondary Education Department, Khyber Pakhtunkhwa”**.

The “FROM” and “TO” address shall also be written on all the envelopes. The Bids (Technical Proposal & Financial Proposal) shall be addressed to:

**Additional Director Assessment & Evaluation
Directorate of Curriculum and Teacher Education (DCTE)
Government of Khyber Pakhtunkhwa
College Road, Mandian, Abbottabad
Tel: 0992-384278. Fax:0992-381527**

Note: The General Conditions of the contract contained in the Standard Bidding Documents for services (KPPRA) are to be followed when signing a contract with the successful bidder.

PROPOSAL SUBMISSION

1. **Technical Proposal**

The technical proposal should be divided into the following sections:

A. Cover page

This should include contact details for the organization and the name and title of the person to whom communications relating the bid should be addressed (telephone numbers, email address, physical address).

B. Organizational legal status

This should contain legal status of documents relating to certificates of incorporation and registration with relevant federal/provincial tax authorities. The bidder must provide proof that it has legal status to operate and provide the required services in Khyber Pakhtunkhwa province.

C. Experience and expertise of the Firm

In this section the bidder should provide following information.

1. Relevant Experience of Short messaging services with government/National / International organizations (Max. 2 page with list of projects carried out and References). Please attached Purchase Orders/ Agreement copies.
2. Specific Experience of disseminating of short messages carried out particularly in Khyber Pakhtunkhwa (Max. 2 pages with list of projects carried out and References). Please attached Purchase Orders/ Agreement copies.
3. Details of company capital and human resource strength required to manage the assignment

D. Approach and Methodology

In this section, the Supplier should provide methodology with clear-cut implementation plan/strategy against the ToRs mentioned in the section 3 “Scope of Work”.

E. CVs of key personnel (maximum 2 pages per CV)

The Supplier should submit CVs of all staff employed for the assignment (project manager, etc) that demonstrate the expertise and experience of the team and the ability to manage the work effectively.

On each CV, the supplier must indicate the position for which the individual is being proposed and the level of effort anticipated for each individual proposed.

Note that individuals proposed must be available to work with the assignment if the proposal is successful.

8. FINANCIAL PROPOSAL

The financial proposal should include the following information:

1. The financial proposal should be submitted for the whole project with a **Cost per SMS**
2. The total price quoted per SMS will be considered for comparison of quotes of different bidders.
3. The quoted price must include all taxes and any other charges (if applicable) such as installation/integration services and for delivery/ implementation in the required location(s)
4. Price quoted should be valid for the entire contract period unless and until there is change in the rates by the Government which is applicable to all the users across the country communicated to DCTE in writing and agreed upon by the DCTE.
5. All prices to be quoted in Pak-rupee, and must clearly state all applicable taxes which must be included in the quoted price.

Note: Directorate of Curriculum and Teacher Education (DCTE), Government of Khyber Pakhtunkhwa will not allow any compensation to the approved bidders for variation in the rate of exchange of rupee against dollar or any other currency. All offers in this respect should be firm and final.

EVALUATION OF PROPOSALS

EVALUATION METHODOLOGY

i. **Evaluation and Comparison of Technical and Financial Bids**

The Contract will be awarded to the Bid most closely conforming to prescribed evaluation criteria and other conditions specified in the TORs of Scope of Work.

ii. **Evaluation Criteria and Comparison of Bid**

All Bidders shall meet legal and codal formalities of incorporation under governing law of Pakistan or Khyber Pakhtunkhwa and registration with federal/provincial tax authorities. All bid meeting responsiveness criteria shall be evaluated with

1. **60% score of technical bids for qualification**
2. **Bid with lowest per unit cost will be accepted**

iii. **Technical Evaluation**

The Technical Bids shall be evaluated on the basis of following parameters with a minimum qualifying score of 60% in technical evaluation.

Following evaluation criteria will be used for technical evaluation:

S. No.	Description of Variable	Total Points
1	Organizational Profile	30
1.1	Audit reports for last 3 financial years (submit copies with the proposal)	15
1.2	Detail of existing staff working with the organization relevant to the assignment.05 marks for Project manager and 10 for relevant supporting staff. (Please attached brief profiles of staff)	15
2	Technical Expertise of the Firm Does the team have the right mix and level of skills, experience and necessary equipment to carry out the assignment?	45
2.1	Relevant Experience of dissemination of short messages (3 similar projects will be considered for evaluation X 5 marks for each project submitted) (Firms should provide list of projects carried out and references)	15
2.2	Specific Experience of Short messaging services carried out particularly in Khyber Pakhtunkhwa (Firms should provide detail of similar project carried out with supporting references)	10
2.3	Organizational setup and assets (10 Marks) and relevant skills & expertise of the staff (10 marks) to manage the assignment.	20
3	Approach and Methodology	25
3.1	Does the methodology proposed demonstrate an understanding/alignment with the ToRs of the assignment?	10
3.2	Does the work plan provide a detailed breakdown of week wise activities, with responsibilities for completion of assignment.	15
Total		100

Note:

1. The firm must be registered with Khyber Pakhtunkhwa Revenue Authority.
2. The firm should not be black listed by any Provincial/Federal Govt or organization of the State/Federal Govt in Pakistan. (In this regards undertaking on stamp paper should be submitted by the firm)

iv. Financial Evaluation

Only firms qualifying **60% or above score in technical evaluation** will be invited for opening of financial proposals. A firm who obtained below **60% marks will not be considered** and their financial proposals will be returned without opening.

Financial bids of the technically qualified firms will be opened in the presence of the representatives who wish to attend the tender opening. Technically qualified firms will be intimated the date and time of financial proposal opening.

The financial proposal should be submitted for the whole project with a **cost per SMS..**

The technically qualified firm with the Lowest Cost will be invited to award the contract.

9. TERMS AND CONDITIONS

A payment schedule will be negotiated and finalized with the successful bidder at the time of signing of contract. The invoice can be generated on quarterly basis.

10. PERFORMANCE GUARANTEE

Successful bidder will deposit 10% performance guarantee of the bid value in the name of Director Curriculum & Teacher Education Khyber Pakhtunkhwa Abbottabad in shape of call deposit before signing the contract.

SECTION – II

Technical Proposal - Standard Forms

FORM TECH-1. TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of PE]

Dear Sir:

We, the undersigned, offer to provide the consulting services for **Data Entry and Analysis Services for Three Sample Based Assessment studies** in accordance with your Request for Proposal dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We are submitting our Proposal in association with: [Insert a list with full name and address of each associated Consultant]

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in the Data Sheet, we undertake to negotiate on the basis of the proposed staff. our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in the Data Sheet.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature [In full and initials] _____

Name and Title of Signatory: _____

Name of Firm: _____

Address

For FTP Only

Form TECH-2. Consultant's Organization and Experience

A - Consultant's Organization

[Provide here a brief (two Pages) description of the background and organization of your firm/entity and each associate for this assignment.]

B - Consultant's Experience

[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually or as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment]

<i>Assignment name:</i>	<i>Approx. value of the contract (in current Pak Rs. /US\$ or Euro):</i>
<i>Country: Location within country:</i>	<i>Duration of assignment (months):</i>
<i>Name of PE:</i>	<i>Total No of staff-months of the assignment:</i>
<i>Address:</i>	<i>Approx. value of the services provided by your firm under the contract (in current PKR/US\$ or Euro):</i>
<i>Start date (month/year): Completion date (month/year):</i>	<i>No of professional staff-months provided by associated Consultants:</i>
<i>Name of associated Consultants, if any:</i>	<i>Name of senior professional staff of your firm involved and functions Performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):</i>
<i>Narrative description of Project:</i>	
<i>Description of actual services provided by your staff within the assignment:</i>	

Form TECH-4. Description of Approach, Methodology and Work Plan for Performing the Assignment

(For small or very simple assignments the PE should omit the following text in *Italic*)

[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following three chapters:

- a) Technical Approach and Methodology, (2 Pages)*
- b) Work Plan (2 Pages), and*
- c) Organization and Staffing, (2 Pages)*

a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the exacted output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the PE), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.

c) Organization and Staffing. In this chapter you should propose the structure and composition of your team who will work on the assignment. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.

FORM TECH-5. TEAM COMPOSITION AND TASK ASSIGNMENTS

Professional Staff				
Name of Staff	Firm	Area of Expertise	Position Assigned	Task Assigned

FORM TECH-6. CURRICULUM VITAE (CV) FOR PROPOSED
PROFESSIONAL STAFF

1. *Proposed Position* [only one candidate shall be nominated for each position]: _____
2. *Name of Firm* [Insert name of firm proposing the staff]: _____
3. *Name of Staff* [Insert full name]: _____
4. *Date of Birth*: _____
5. *Nationality*: _____
6. *Education* [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]: _____
7. *Membership of Professional Associations*:
8. *Other Training* [Indicate significant training since degrees under 5 - Education were obtained]: _____
9. *Countries of Work Experience*: [List countries where staff has worked in the last ten years]: _____
10. *Languages* [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]: _____
1. **Employment Record** [Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.

From [Year]: ____ To [Year]: ____
Employer: ____
Positions held: _____

<p>11. Detailed Tasks Assigned</p> <p><i>[List all tasks to be Performed under this assignment]</i></p>	<p>12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned</p> <p><i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i></p> <p>Name of assignment or project: Year:</p> <p>Location: PE:</p> <p>Main project features:</p> <p>Positions held:</p> <p>Activities Performed:</p>
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13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

[Signature of staff member or authorized representative of the staff] Date: _____
Full name of authorized representative: _____ Day/Month/Year

Form Tech 8. Work Schedule

S. No.	Activity	Responsibility	Time line							
			W-1	W-2	W-3	W-4	W-5	W-6	W-7	W-8
1.										
1.1										
1.2										
1.3										
2.										
2.1										
2.2										
2.3										
3.										
3.1										
3.2										
3.3										

Note: Indicate all main activities of the assignment,

Form Tech 9. Financial Proposal Format

Financial Proposal

**Short Messaging Service for Teaching and Administrative Staff of Elementary and
Secondary Education Department, Khyber Pakhtunkhwa**

The firm is required to submit the cost Per SMS

The lowest per SMS cost will be considered to award the contract.

11. SAMPLE TEXT MESSAGES

S.No	Subject	Topic	Message	Text Book Reference
1	Science	Living things- Vertebrates and Invertebrate	Before teaching the concept of vertebrates, draw backbone on the board and introduce the term backbone or spine or vertebral column. Explain them that animals with back bone are called vertebrates like cat, fish, cow.	KP TBB, P# 7 & 12 Grade 5
2	Social Studies	Latitude and Longitudes	Introduce latitude and longitude by drawing horizontal lines (Latitude) and vertical lines (longitude) on the board, explain that these imaginary lines help locate places on earth easily.	KP TBB, P# 2 & 3 Grade 5
3	Urdu	حروفِ تہجی کی ترتیب	جماعت پنجم کے بچوں کے ذخیرہ الفاظ میں اضافے کے ساتھ ساتھ انہیں حروف تہجی کی ترتیب سے الفاظ لکھنے کی مشق دینا ضروری ہے۔ مختلف الفاظ کی فہرست بنائیں اور بچوں سے ان کی ترتیب حروف تہجی کے مطابق کروائیں۔	جماعت پنجم- اردو (لازمی)- صفحہ نمبر ۱۱ اور ۱۷
4	Math	Order of operations	Your students need practice in using BODMAS rule for order of operations. Begin with two operations only. Make them use MAS (Multiply Add Subtract) and then DMAS (Divide Multiply Add Subtract) and finally BODMAS (Brackets Off Divide Multiply Add Subtract).	Textbook p. 15, 16 & 17 Grade 5