

## REQUEST FOR EXPRESSION OF INTEREST (R-EOI)

### “OUTSOURCING OF LOW PERFORMING SCHOOLS IN KHYBER PAKHTUNKHWA”

The **Elementary and Secondary Education Foundation (ESEF)**, Khyber Pakhtunkhwa is in the process of outsourcing 500 low performing primary schools in Khyber Pakhtunkhwa.

ESEF invites **interested bidders** comprised of non-for-profit, Single entity or a Joint Venture (JV) / Consortium comprising of companies, firms, corporate bodies or other legal entities, Educationists and Groups of Young Entrepreneurs to express their interest in the **Outsourcing of Low Performing Schools** located in various districts of Khyber Pakhtunkhwa.

The aim of this initiative is to enter into an agreement for a period of ten (10) years (extendable) with reputable private sector organization(s). The primary objective is to improve access & equity, enhance quality and introduce innovation in the education system.

To achieve this objective, ESEF Khyber Pakhtunkhwa invites sealed bids (cluster-wise for organization or school wise for educationists and groups of young entrepreneurs) under National Competitive Bidding from eligible bidders registered with appropriate relevant authorities.

**EOI documents** containing scope, terms of services, evaluation criteria and other relevant information may be obtained from the undersigned's office between 09:00-15:00 hrs. on any working day (Monday to Friday) from the date of publication of this advertisement till last date for submission of bids. The documents may also be downloaded from <https://kpese.gov.pk/>, <https://www.esef.gkp.pk> and KPPRA Website, [www.kppra.gov.pk](http://www.kppra.gov.pk).

**Pre-bid meeting** with the interested bidders will be held at 1100 hours, on 30<sup>th</sup> October 2025 (Thursday) in conference room of the ESEF, at the address given below.

**Submission Procedure:** Please submit your Expression of Interest (separately for each School or cluster as the case may be for educationists/group of entrepreneurs or organizations respectively) in accordance with the instructions given in the EOI document at the address below not later than 02:30 PM, on November 18, 2025 (Tuesday), which shall be opened on the same day in presence of the bidders or their representatives at 03:00 PM at the address given below. Please note that i) electronic bids shall not be accepted and ii) RFP (Request for Proposals) documents shall only be issued to pre-qualified / shortlisted bidders.

**Elementary & Secondary Education Foundation (ESEF)**  
**Government of Khyber Pakhtunkhwa**

*Attn: Director HR, ESEF*

Plot 20, Street 13, Sector E8, Phase 7, Hayatabad, Peshawar

Ph.: + 92-91-9219108

E-mail: [ppp.advisor@kpese.gov.pk](mailto:ppp.advisor@kpese.gov.pk)



Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation



## EXPRESSION OF INTEREST (EOI)

### OUTSOURCING OF LOW PERFORMING SCHOOLS IN KHYBER PAKHTUNKHWA

**Note:** The prospective bidder is expected to examine this EOI document carefully, including all Instructions, Terms & Conditions, ToRs etc. Failure to furnish all required information or submission of an application not responsive to the document in any respect, would result in rejection of the Bid.



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Elementary & Secondary Education Foundation**



**DISCLAIMER**

This EOI Document is provided to the recipients solely for use in preparing and submitting applications in connection with the competitive bidding process for the Outsourcing of Low Performing Schools in Khyber Pakhtunkhwa for the term of the agreed Concession Period. This document for applications is being issued by the Elementary & Secondary Education Department (E&SED) through Elementary and Secondary Education Foundation (ESEF), Government of Khyber Pakhtunkhwa, solely for use by prospective bidders in considering the Project.

The potential bidder shall bear all costs associated with or relating to the development and submission of proposal including but not limited to preparation, copying, postage, delivery fees, and all other expenses incurred by the bidder.

ESEF, Government of KP may, in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this document. This document may be cancelled by the Procuring entity, i.e., ESEF at any stage as per provision contained in Rule 47(1) of the Khyber Pakhtunkhwa Public Procurement of Goods, Works and Services Rules, 2014.



Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation



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## Government of Khyber Pakhtunkhwa Elementary & Secondary Education Foundation



### 1. DEFINITIONS:

- a. **“Act”** means the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Amended Act, 2022;
- b. **“Procuring Entity”** means Elementary & Secondary Education Foundation (ESEF), Government of Khyber Pakhtunkhwa.
- c. **“Expression of Interest”** means a document or set of documents, submitted to the Procuring Entity, to show intent of participation, in response to Request for Expression of Interest, in the pre-qualification or short-listing procedure;
- d. **“Government”** means the Government of the Khyber Pakhtunkhwa;
- e. **“Outsourcing of Schools”** means a contractual or institutional arrangement between the Procuring Entity and Private Partner, for providing or using a public asset or service in which the Private Partner bears a significant risk and management responsibilities and receives compensations for it;
- f. **“Public Procurement Rules”** means the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KP-PPRA) Rules 2014.
- g. **“Pre-Qualification”** means the procedure to evaluate Expression of Interest submitted by the interested bidders in accordance with the criteria laid down in REOI;
- h. **“Private Partner”** means a selected Private Party that carries out a project under the outsourcing of low performing schools’ model;
- i. **“Private Party”** means a non-for-profit organization, educationists, group of young entrepreneurs, joint venture, or any other body corporate under the applicable law;
- j. **“Public Partner”** means the Procuring Entity that has entered into the partnership;
- k. **“Province”** means the Khyber Pakhtunkhwa;
- l. **“Partnerships Agreement”** means the agreement between the Public Partner and Private Partner that sets forth the terms and conditions for the development and implementation of this project.
- m. **“Request for Expression of Interest”** means the advertisement published by the Procuring Entity in the print and electronic media to solicit Expression of Interest from the interested Private Parties;
- n. **“RFP”** stands for Request for Proposal and means a document, or a set of documents issued to pre-qualified or shortlisted bidders in order to solicit technical and financial bids from them;
- o. **“Shortlisting”** means the procedure following pre-qualification wherein bidders meeting pre-qualification criteria are ranked on the basis of strength of their pre-qualification responses and only selected bidders are issued RFP;
- p. **Words, expressions and terms** not specifically defined in these rules shall have the same meanings as attributed to them in relevant trade and industry practices.
- q. **PTC** mean parent teacher council and its guidelines updated from time to time.



## Government of Khyber Pakhtunkhwa Elementary & Secondary Education Foundation



### 2. INTRODUCTION:

Article 25-A of the Constitution of Pakistan mandates that "The State shall provide free and compulsory education to all children of the age of five to sixteen years in such manner as may be determined by law." This provision underscores a key government objective: ensuring that every child receives an education without financial burden.

Aligning with this mandate, the Government of Pakistan is committed to achieving Sustainable Development Goal 4 (SDG-4), which aims to provide inclusive, equitable, and quality education for all.

In Khyber Pakhtunkhwa, the Elementary and Secondary Education Department (E&SED) is entrusted with the pivotal responsibility of enhancing education services at the elementary and secondary education levels throughout the province. The Department is responsible for the planning, implementation, coordination, management and supervision of education activities carried out at the provincial level.

In this regard, a PIU will be established and will be functioning at the Elementary and Secondary Education Foundation (ESEF) to leverage the private sector capacities for the efficient delivery of education.

### VISION STATEMENT:

*To serve as the nerve center for engaging private sector in the development of sustainable education services delivery throughout the province of Khyber Pakhtunkhwa.*

### MISSION STATEMENT:

*To drive sustainable and equitable education in Khyber Pakhtunkhwa through strategic outsourcing of schools, by facilitating innovative approaches, promoting quality education delivery, and creating an enabling environment for the private sector to contribute significantly to the province's educational landscape in alignment with the Education Sector Plan (ESP).*



## Government of Khyber Pakhtunkhwa Elementary & Secondary Education Foundation



### 3. PROJECT DESCRIPTION:

The Elementary and Secondary Education Department Khyber Pakhtunkhwa (hereinafter referred to as "E&SED") intends to engage the private partners for the Outsourcing of Low Performing Schools through Elementary and Secondary Education Foundation (ESEF) in the province under the relevant laws of the Government of Khyber Pakhtunkhwa.

The aim of this initiative is to enter into an agreement with reputable private sector organization(s), educationists and groups of young entrepreneurs having relevant education-sector experience for the purpose of managing the operation of selected schools. The primary objective is to improve access & equity, enhance quality and introduce innovation in the education system.

In the proposed outsourcing model, **School Buildings with basic facilities** are already in place, while the private partner will be responsible for **Operation and Management of Schools**. The private partner is entrusted with delivering quality education to children living in the vicinity of school. The private partner will have the autonomy to hire staff for managing school operations.

The private partners will remain the economic owner of the school building and allied facilities during the life of the agreement and will be responsible for maintaining the aforementioned assets at their own expense.

The tenure of the agreement shall be ten (10) years, which may be suitably extended, subject to satisfactory performance of the private party. This EOI pertains to 500 low performing government primary schools in Khyber Pakhtunkhwa, as presented in **(Annex-1)** of this document.

#### OBJECTIVE:

The procuring entity aims to leverage the expertise and resources of both the public and private sectors to improve access to equitable and quality education, while duly prioritizing marginalized communities and underserved areas.

To achieve the said objective, ESEF Khyber Pakhtunkhwa has advertised a Request for Expression of Interest (R-EOI) under National Competitive Bidding from the bidders include Non-For-Profit Organizations, Educationists, Groups of Young Entrepreneurs, Single Entity / firms / Joint Venture, Consortium / Education Management Organizations, registered with relevant government authorities having relevant experience for the titled project.

This EOI document is in accordance with the **Khyber Pakhtunkhwa Public Procurement Regulatory Act 2022** and the **Khyber Pakhtunkhwa Public Procurement Regulatory Authority Rules, 2014**. The Private Partner shall be selected under **Rule 23(e) fixed budget rule of KPPRA Rules, 2014**, in accordance with the ibid laws along with all subsequent amendments. Request for Proposal (RFP) will be issued to the short- listed bidders only. The ToRs at **"Annex-2"** is only for the understanding of the project by the bidder and the *final Terms of Reference* will be provided in the "Request for Proposal".



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**4. PROCUREMENT PROCESS AND INDICATIVE TIMELINES:**

The procurement process has been structured to ensure fairness, transparency and timeliness. It is anticipated to process through the following stages.

Stage	Indicative Timelines
Publication in national newspapers and websites of ESEF, E&SED and KP-PPRA	16 <sup>th</sup> October, 2025
Issuance of EOI Documents	16 <sup>th</sup> October, 2025
Pre-Bid Meeting at ESEF and Virtual	30 <sup>th</sup> October 2025 (Thursday) 11:00 AM
Issuance of amended bidding documents (if required)	4 <sup>th</sup> November, 2025
Clarifications / comments request deadline	10 <sup>th</sup> November, 2025
EOI documents submission deadline	18 <sup>th</sup> November 2025 (Tuesday) 02:30 PM
EOI documents opening	18 <sup>th</sup> November 2025 (Tuesday) 03:00 PM
Publication / announcement of the evaluation report	In due time
Issuance of RFP documents to the shortlisted / pre-qualified bidders	After approval of EOI evaluation report / announcement of results.

ESEF Khyber Pakhtunkhwa reserves, at its sole and absolute discretion, the right to alter the above timeline, if deemed necessary.





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**5. ELIGIBLE BIDDERS:**

Prospective bidders for the project, having valid registration with relevant government authorities, shall include:

1. Non-for-profit, Single entity or a Joint Venture (JV) / Consortium comprising of companies, firms, corporate bodies or other legal entities
  - i. Each Joint Venture (JV), Consortium shall appoint and authorize one (01) lead member (hereinafter called as "*Lead Member*") to represent and irrevocably bind all members of the Consortium in all matters connected with the short listing, including but not limited to the submission of the EOI Application on behalf of the Consortium.
  - ii. Consortium shall be comprised a maximum of up to three (03) members of companies, firms, corporate bodies, or other legal entities duly registered under the applicable, permitted and relevant laws and procedures.
2. Educationists.
3. Group of Young Entrepreneurs

**6. INELIGIBLE BIDDERS:**

- i. If a bidder or Joint Venture / Consortium member has been barred from participating in any project by the Federal, Provincial or local government or government instrumentality in Pakistan or in any other jurisdiction to which the bidder or a Consortium member belongs or in which the bidder or a Consortium member conducts its business, whereas the bar subsists as on the EOI document Submission Deadline, such entity shall NOT be eligible to submit document for EOI, either individually or as a Consortium member.
- ii. Failed to perform any contract with the Government as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Prospective Bidder or JV / Consortium member as the case may be.
- iii. The Bidder may be a single entity or a Joint Venture / Consortium, coming together to implement the project. However, no bidder applying individually or as a member of a JV, as the case may be, can be member of another JV. The term bidder used herein would apply to both a single entity and a Joint Venture.



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### 7. QUALIFICATION PARAMETERS:

The received EOI Application shall be evaluated on the following grounds:

❖ Overall experience of the bidder
❖ Relevant experience of the bidder
❖ Human Resource / Enrollment / Branch Network
❖ Financial Capacity of the Service Provider

Detail of Qualification Criteria is attached as **Annex-3**. Only the short-listed bidders who meet the qualification criteria will be issued RFP of the project.

#### 7.1 EVALUATION REQUIREMENTS:

If the prospective bidder is a Consortium, then the consortium leader must fulfill all subsections of eligibility criteria as contained in Annex-3.

#### 7.2 PREPARATION COST:

The bidder may apply for a single, or multiple clusters of schools given in Annex-1. However, the maximum number of schools shall not be more than 80 for organizations, 10 for single educationist and 10 for single group of young entrepreneurs. After completion of the EOI process, the shortlisted / pre-qualified bidders shall be issued RFP documents. The contract(s) will be awarded to the Bidder(s) whose Bid(s) shall be found as the Best ranking Bid under each Package separately.

The bidder shall bear all costs associated with the preparation and submission of this EOI document and all costs and expenses related to the bidder's preparation of responses to questions or requests for clarification.

#### 7.3 LANGUAGE:

The EOI document and all related correspondence and documents must be written in English. Supporting documents and printed literature furnished by bidder with the EOI documents may be in any other language provided that they are accompanied by appropriate translations of the submitted documents in English and being duly certified. Supporting materials, which are not translated into English, will not be considered for short listing purpose.

#### 7.4 PRE-BID MEETING:

- The Procuring Entity will organize a pre-bid meeting on 30<sup>th</sup> October 2025 (Thursday), at 11:00 AM both in Person at ESEF and virtually via Zoom. The link will be uploaded on ESEF, E&SED Website and KPPRA Website. Link can also be obtained by writing an email to: [ppp.advisor@kpese.gov.pk](mailto:ppp.advisor@kpese.gov.pk)
- The prospective bidders are advised to regularly visit ESEF, E&SED and KPPRA websites for project-related updates.
- The Procuring Entity reserves the right to call any additional pre-qualification meetings before the submission deadline, if it so desires.



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#### 7.5 CLARIFICATIONS:

The bidder requiring any clarification on the EOI document may send a request for clarification to E&SED at the address:

**Elementary & Secondary Education Foundation,**  
Plot No. 20, Street No.13, Sector E-8, Phase-7, Hayatabad, Peshawar  
Ph.: + 92-91-9212395

Alternatively, bidders may also seek clarifications through email address: [ppp.advisor@kpese.gov.pk](mailto:ppp.advisor@kpese.gov.pk). Furthermore, such email requests must have the following subject:

*"Outsourcing of Low Performing Schools in Khyber Pakhtunkhwa "*.

All clarification requests will only be entertained if they are received at least five (05) days prior to the submission deadline.

Copies of responses to clarifications, including an explanation of the query, without identifying the source will be sent to all interested parties who have obtained the EOI document, and will form part of the EOI document. If similar or repeated queries are made by bidders, those queries may be listed as one query and responded to once.

#### 8. FORMAT AND SIGNING OF EOI APPLICATION:

- i. The bidder may apply for a single, or multiple clusters of schools (under no condition more than 80 schools shall be outsourced to single organization, 10 schools to single educationist and 10 schools to single group of young entrepreneurs) given at Annex-1.
- ii. Each bidder shall prepare and submit one (1) printed **original**, one (1) printed **copy** and (1) **electronic copy** (on USB drive) of the EOI application, clearly marking each one as "Original" and "Copy", as appropriate. In the event of any discrepancy / difference between the copy and the original, the original shall govern.
- iii. The original and all printed copies of the EOI application shall be typed or written in indelible ink. The person or persons duly authorized shall sign the EOI application by:
  - a. Signing the original EOI Application; and
  - b. Initialing all the pages of the EOI document.
- iv. The relevant EOI application shall contain no alterations, omissions or additions, unless such corrections are signed by the person or persons duly authorized.
- v. The information to be provided within the USB shall contain non-compressed and un-protected files in printable formats. Furthermore, such devices must be free from virus.



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## **9. SEALING AND MARKING OF EOI APPLICATIONS**

- i. The bidder shall seal the original EOI Application and copy in separate envelopes, each containing the documents specified in the EOI application. The envelope bearing original documents shall be marked "*EOI Application Original*" and the envelope bearing the copy be marked "*EOI Application Copy*" (all duly marked as required herein) on the front. Copy and original EOI Application sealed individually should be submitted to the office of **Managing Director, Elementary & Secondary Education Foundation (ESEF), Phase 7, Hayatabad**, in a single envelop bearing the words "**OUTSOURCING OF LOW PERFORMING SCHOOLS IN KHYBER PAKHTUNKHWA**".
- ii. The inner envelope shall each indicate the name and address of the bidder (in case of a Consortium, the name and address of the Lead Member) to enable the relevant EOI Application to be returned unopened if it is declared "late".
- iii. The USB requested shall be submitted with the printed EOI Application. For avoidance of doubt, it is expressly specified that the prospective bidders shall not be allowed to submit their EOI Applications by e- mail or fax.

## **10. APPLICATION SUBMISSION & OPENING DATE AND TIME:**

- i. **EOI documents should be submitted through courier on or before 18<sup>th</sup> November 2025 (Tuesday) 02:30 PM** to the office of **Managing Director, Elementary & Secondary Education Foundation (ESEF), Plot No. 20, Street No.13, Sector E-8, Phase-7, Hayatabad, Peshawar Ph.: + 92-91-9212395** in the manner and form as detailed in this EOI document.
- ii. The applications shall be opened on the same day by the Procurement Committee in the presence of representatives of the bidders who chose to attend at 03:00 PM.
- iii. In the event of any of the above-mentioned dates or given in the estimated timetable, being declared as a holiday / closed day for the department, the documents will be available / received / opened on the very **next working day** at the appointed time.
- iv. The contracting authority shall not be responsible for any postal or **courier delays**.
- v. The applications submitted through email / fax will not be considered for evaluation and short listing. ESEF reserves the right to extend the EOI application submission Date and Time, at any time prior to opening of EOI applications.
- vi. ESEF also reserves the right to reject any or all the proposals any time before award of agreement as per provisions contained in Rule 47(1) of the Khyber Pakhtunkhwa Public Procurement of Goods, Works and Services Rules, 2014.

## **11. ANNOUNCEMENT OF EVALUATION REPORT:**

After completion of evaluation, the Procuring Entity shall announce the result of Bid Evaluation Report as per pre-determined criteria given in **Annex-3**. Request for Proposal shall only be issued to the "Pre-Qualified / Shortlisted bidders".



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### 12. SPECIAL INSTRUCTIONS TO PROSPECTIVE BIDDERS:

- i. The applicant shall sign/initial & stamp each page before submitting the expression of interest. Submission of inaccurate or false information would result in disqualification and legal action will be initiated against the applicant. The applicant shall attach attested copies of the requisite documents/certificates where required.
- ii. In case of Joint Venture, Copy of JV Agreement must be provided with standard terms & conditions under the relevant law.
- iii. Bidder shall note that any Joint Venture / Consortium must NOT comprise of more than three (03) members.
- iv. For each individual cluster of schools that a bidder may be interested in, **one bid one bidder** shall be the prevailing rule. A bidder bidding as a member of a joint venture or group (in case of young entrepreneurs or educationists) shall not be entitled to submit another bid individually for the same school.
- v. To assist in the process of examination of EOIs, ESEF may, at its sole discretion, ask any bidder for clarification including additional information and documents subject to the condition that the same shall be integral part of original bid. In case of any additional documents, same will be accepted only if they are of historical nature i.e., either the documents or facts in writing in the documents should have existed prior to be EOI submission time and same could be verified independently.

### ANNEXURES

DOCUMENTS FOR INFORMATION OF BIDDERS		
1.	List of the Most feasible schools for outsourcing	Annex-1
2.	Draft Terms of References (TORs)	Annex-2
3.	Qualification Criteria (Eligibility & Evaluation Criteria)	Annex-3
DOCUMENTS FOR SUBMISSION WITH EOI APPLICATIONS		
1.	Covering letter (Format attached)	Annex-A
2.	Basic Information of Applicant (Format attached)	Annex-B
3.	Organization's Profile	Annex-C
4.	Financial Capabilities (Format attached)	Annex-D
5.	Non-Blacklisting Affidavit (Format attached)	Annex-E
6.	JV / Consortium agreement (if applicable)	Annex-F
7.	Other documents the applicant desires to submit	Annex-G



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**Annex-1**

**LIST OF THE MOST FEASIBLE SCHOOLS FOR OUTSOURCING**

District	Phase-1 (Schools)	NPO/ JVs/Consortium		Young Entrepreneurs	Educationist
ABBOTTABAD	45	40	20 20	2	3
BAJAUR	2	0		1	1
BANNU	30	24		3	3
BATTAGRAM	28	23		2	3
BUNNER	16	13		2	1
CHARSADDA	9	7		1	1
DERA ISMAIL KHAN	10	8		1	1
DIR LOWER	7	6		1	0
DIR UPPER	3	0		1	2
HANGU	9	7		1	1
HARIPUR	45	40	20 20	2	3
KARAK	21	17		2	2
KHYBER	3	0		2	1
KOHAT	25	21		2	2
KOLAI PALAS	2	0		1	1
KURRAM	10	8		1	1
LAKKI MARWAT	11	9		1	1
LOWER CHITRAL	10	8		1	1
LOWER KOHISTAN	12	10		1	1
MALAKAND	5	4		1	0
MANSEHRA	46	40	20 20	3	3
MARDAN	19	15		2	2
MOHMAND	10	8		1	1
NORTH WAZIRISTAN	6	4		1	1
NOWSHERA	18	16		1	1
ORAKZAI	10	8		1	1
PESHAWAR	8	6		1	1
SHANGLA	12	10		1	1
SOUTH WAZIRISTAN (U)	7	5		1	1
SWABI	9	7		1	1
SWAT	22	18		2	2
TANK	13	11		1	1
TORGHAR	5	0		3	2
UPPER CHITRAL	9	7		1	1
UPPER KOHISTAN	3	0		1	2
Grand Total	500	400		50	50



# Government of Khyber Pakhtunkhwa Elementary & Secondary Education Foundation



## Annex-2

### DRAFT TERMS OF REFERENCES

*(Final Terms of Reference will be given in the RFP Document)*

#### 1. Objective:

The Procuring entity aims to leverage the expertise and resources of both the public and private sectors to improve access to equitable and quality education, while duly prioritizing girls' education and underserved areas.

#### 2. Scope of Services:

Roles & Responsibilities under Outsourcing of Schools initiative	
Public Partner	Private Partner
Availability of school building with Chowkidar	Ensuring effective management of school operation
	Provision of teaching and learning services
	Hiring of teaching & non-teaching staff
Payment for enrolled students as per the concession agreement	Payment of all expenditures arising from school operations
Ensuring compliance of concession agreement by the private partner	Compliance of agreement by the private partner
Provision of Textbooks, Furniture & Fixtures along with annual PTC Funds	Repair & Maintenance of school premises, Infrastructure, Furniture & Fixtures

#### 3. Duties and Responsibilities of the Private Partner

- To Operate, Manage and Maintain the school for delivery of quality education to the children of that vicinity.
- To Ensure maximum enrollment of eligible students up to the primary level;
- To implement the government-approved curriculum and syllabus, and to help faculty enhance their pedagogical and classroom management skills in alignment with the student learning outcomes established by the government.
- To recruit the best available teaching staff to deliver quality education.
- To Employ various strategies to increase and retain student enrollments, including community outreach for parental and community support;
- To coordinate with the regional and district education authorities for monitoring and quality control.
- To Expand learning opportunities for all students, particularly those at risk of academic failure;
- To ensure that quality compliance parameters are consistently adhered to by providing quality education and ensuring successful program delivery;





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- 
- ix. To ensure an inclusive and safe learning environment for students with disabilities;
  - x. To engage parents and community stakeholders in designing and implementing a school improvement plan;
  - xi. To organize regular Parent Teacher Council (PTC) meetings, record keeping and regularly reporting progress to the concerned stakeholders;
  - xii. To ensure safe, clean and hygienic environment within the facility, while also implementing measures to prevent damage to the school infrastructure;
  - xiii. To hire non-teaching staff for administration, and cleaning of the school.
  - xiv. To ensure accountability through specified measures and Key Performance Indicators (KPIs) outlined in the contract, ensuring transparency and effectiveness in the management of the school;
  - xv. To discuss regularly progress and barriers with relevant key stakeholders to ensure transparency and address any challenges effectively;
  - xvi. To be responsible for all proper accounting, timely disbursement, and audit of expenditures allocated through the approved budget and contract to ensure transparency and financial accountability;
  - xvii. To ensure the fulfillment and compliance with Key Performance Indicators (KPIs); and
  - xx. To implement continuous professional development programs for teaching and non-teaching staff to enhance their skills and capacities in line with emerging educational trends and best practices.





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Annex-3

**QUALIFICATION CRITERIA**

**A. ELIGIBILITY CRITERIA FOR ELIGIBLE BIDDERS**

**(a) (MANDATORY REQUIREMENTS FOR NPOs, CONSORTIA or JVs)**

S #	Check List	Status		Documentary Evidence	
		Yes	No		
1.	<b>Valid Registration</b> Legally registered under the <b>Societies Registration Act, 1860, Voluntary Social Welfare Ordinance, 1961, or Section-42 of the Companies Act, 2017</b> or any other legal entity applicable by law.				
2.	<b>Experience</b> Bidder must have at least 10 years of relevant experience <i>Among JV / Consortium the <b>Lead Member</b> should have minimum <b>10 years'</b> experience and <b>other partners / members</b> must have <b>three years</b> as on last date for submission of proposals.</i>				
3.	<b>Tax registration</b> with the relevant authorities.				
4.	Latest <b>three (03) years audited financial statements</b> by a registered/Certified auditor				
5.	Demonstrated record of <b>successful project implementation in Khyber Pakhtunkhwa</b> or other provinces				
6.	Affidavit confirming <b>not blacklisted, not under litigation</b> , and <b>no pending default</b> with any public entity				
7.	Written undertaking to <b>uphold Article-25-A</b> (free education, no fee collection)				
8.	Application submitted in prescribed format and within the due date/time				



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**(b) (MANDATORY REQUIREMENTS FOR YOUNG ENTREPRENEURS)**

S #	Check List	Status		Documentary Evidence	
		Yes	No		
1.	The applicant must be a <b>group of 4–5 individuals</b> , led by a <b>designated Lead Entrepreneur</b> , all domiciled in Khyber Pakhtunkhwa. (CNICs and domiciles of all group members + Lead's nomination letter signed by all)				
2.	Each member must be aged <b>21–40 years</b> at the time of submission				
3.	At least one member must hold a master's <b>degree</b> (or equivalent) in Management, Finance, Education or Social Sciences				
4.	The group must demonstrate <b>collective experience</b> or interest in education, youth work, or community initiatives (Certificates, volunteering records, or project portfolios)				
5.	The group must submit a <b>Joint Management Proposal</b> indicating roles, responsibilities, financial contribution, and operational plan (Signed consortium agreement or MoU among members)				
6.	Minimum <b>pooled financial capacity of PKR 1.0 million</b> , either through own contribution or confirmed sponsorship (Bank statement or notarized financial declaration)				
7.	Group (or Lead Entrepreneur) must possess a valid <b>NTN registration</b> or proof of application (FBR certificate or acknowledgment)				
8.	Affidavit confirming that no member is blacklisted, bankrupt, or under litigation with any public entity				
9.	Written undertaking to uphold <b>Article 25-A</b> (free education, no fee collection) and comply with ESEF/Departmental monitoring				
10.	Application submitted in prescribed format within due date/time				



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**(C) (MANDATORY REQUIREMENTS FOR EDUCATIONISTS)**

S #	Check List	Status		Documentary Evidence	
		Yes	No		
1.	Pakistani national domiciled in Khyber Pakhtunkhwa (CNIC and domicile certificate)				
2.	Age <b>not exceeding 65 years</b> on the date of application (CNIC, age verification)				
3.	Minimum <b>master's degree</b> (or equivalent) (Verified degree copies)				
4.	Minimum <b>15 years of teaching, academic administration, or education sector experience</b> (Service record / experience certificates)				
5.	Proven record of leadership, mentoring, or institutional improvement (Certificates, awards, or letters of reference)				
6.	Sound physical and mental health to undertake school management duties (Medical fitness certificate (basic))				
7.	Minimum <b>financial capacity of PKR 1.0 million</b> , either through own resources or confirmed sponsorship (Bank statement or notarized financial declaration)				
8.	Must possess a valid <b>NTN registration</b> or proof of application (FBR certificate or acknowledgment)				
9.	Affidavit of <b>no blacklisting or litigation</b> with any public/private body (Notarized affidavit)				
10.	Commitment to uphold <b>Article 25-A</b> (free and compulsory education; no fee collection)				
11.	Application submitted in prescribed format and within due date/time				

**Please Note that:**

- i. The bidder unable to meet ANY of the mandatory requirements shall be straightaway disqualified/rejected.
- ii. The group of young entrepreneurs shall not exceed than 05 and shall not be less than 03.
- iii. Any Joint Venture / Consortium must NOT comprise of more than three (03) members. Further, **one bid one bidder** is the prevailing Rule of thumb.
- iv. A Bidder bidding as a member of a joint venture / consortium shall be precluded from any other separate bid.
- v. For sales tax on services registration with Khyber Pakhtunkhwa Revenue Authority (KPRA), if a single entity or consortium is not registered, they may be shortlisted, qualified on provisional basis, however before opening of financial bid they will be required to registered themselves with KP-Revenue Authority.
- vi. In case of Joint Venture or Consortium, copy of agreement must be provided mentioning the roles and responsibilities of each partner.



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**B. EVALUATION CRITERIA:**

**(For Organizations)**

S #	Parameter	Maximum Marks	Parameter	Assigned Marks	Remarks
1	<b>Institutional Capacity</b>	<b>25</b>	Legal status and governance structure	5	i. Constitution, Board composition, organogram, audit compliance
			Qualified technical and management staff	5	ii. HR profile, key staff CVs, ratio of core vs. project staff
			Regional Presence in Khyber Pakhtunkhwa	5	iii. District offices, field footprint, local representation
			Internal controls and reporting systems	5	iv. Financial SOPs, internal audit, MIS/manuals
			Office infrastructure and logistics readiness	5	v. Premises, IT and transport resources
2	<b>RELEVANT EXPERIENCE</b>	<b>25</b>	Years of Experience	10	i. 10 years= 5 marks with each additional year 1 point up to maximum of 10
			Experience in Education	10	ii. 5 marks for 05 years' experience with one point for each additional year up to 10 maximum
			Experience with government or donor-funded projects	5	iii. Certificates of completion, MoUs, Reference letters
3	<b>Implementation Approach and KPIs</b>	<b>25</b>	Understanding of assignment & local education context	5	i. Situational analysis, linkage with KP education needs
			Proposed enrolment & retention plan	5	ii. Realistic roadmap to reach 180 students per school
			Staffing & teacher-deployment strategy	5	iii. Rationalized, locally sourced, gender-balanced plan
			Learning & quality-improvement plan	5	iv. Lesson support, mentoring, assessment system
			Monitoring & reporting mechanism	5	v. Data tools, EMIS linkage, feedback loops
4	<b>Financial Management &amp; Sustainability</b>	<b>15</b>	Availability of audited accounts (last 3 years)	5	i. Certified audits by chartered accountant
			Financial stability and annual turnover $\geq$ PKR 50 million	10	ii. Audited statements, bank certificates, solvency trend
5	<b>Innovation &amp; Social Inclusion</b>	<b>10</b>	Integration of technology/ digital learning tools	5	i. Use of EdTech, attendance apps, LMS platforms
			Community participation and social sustainability	5	ii. PTC engagements, volunteers' mobilization, local networking
	<b>TOTAL</b>	<b>100</b>			

- Bidders are directed strictly to adhere to the sequence / template given below for preparation and submission of documents. The relevant documents must be attached with the application.
- Qualification marks from the following given parameters are 70 marks (pass / fail criteria) out of 100 marks. Only qualified / shortlisted bidders shall be issued the Request for Proposals documents.
- Only documentary proofs shall be accepted. Unverifiable claims shall not be entertained and marked. RFP documents shall only be issued to those bidders qualify the passing marks i.e. 70 out of 100 marks.

Signature of Authorized Signatory)  
Bidder seal & stamp



## Government of Khyber Pakhtunkhwa Elementary & Secondary Education Foundation



### (For Young Entrepreneurs)

S #	Parameter	Maximum Marks	Parameter	Assigned Marks	Remarks
1	Group Composition & Leadership	25	Mix of disciplines (education, finance, management)	10	i. 02 domains = 5 marks, 03 or more domains = 10 ii. Clear leader, defined roles and responsibilities= 10 marks, ambiguous or vague 5 marks and no roles distribution = 0 marks iii. Formal Structure =5 marks, Informal structure = 3 marks No structure = 0 marks
			Leadership experience & defined roles	10	
			Governance structure & conflict-resolution mechanism	5	
2	Educational Orientation & Social Commitment	25	Prior engagement in education/ community development	10	i. 0-2 years = 3 marks 3-5 years = 6 marks More than 05 years = 10 marks ii. Strong localized plan =10 Moderate = 6 Weak =3 iii. Explicit Gender inclusion focus = 5 Partial = 3 None = 0
			Quality of understanding of school/community context	10	
			Gender/inclusion consideration in plan	5	
3	Operational & Financial Capacity	25	Feasibility of operational plan for managing schools	10	i. Detailed SMART Plan = 10 Generic plan = 5 Weak plan = 0 ii. PKR 1.0 million = 5 Plus, one additional point for each additional PKR 0.10 million up to max of 10 points iii. Signed Lols of Community backing = 5 Intent only = 3 None = 0
			Verified pooled financial capacity	10	
			Resource mobilization or local support links	5	
4	Innovation & Delivery Model	15	Use of innovative learning or management tools	10	EdTEch/Digital learning/Co-learning model =10 Basic models with minimal specs = 5 None = 0 Defined self-reporting and EMIS based =5 Informal reporting mechanism =3 None = 0
			Monitoring & reporting mechanism	5	
5	Community Partnership & Sustainability	10	PTC engagement	5	Detailed strategy = 5, Partial Strategy =3, no strategy = 0 Written commitment =5, None = 0
			Continuity commitment for 03 or more years	5	
	<b>TOTAL</b>	<b>100</b>			



## Government of Khyber Pakhtunkhwa Elementary & Secondary Education Foundation



(For Educationists)

#	Main Criterion	Total Weight	Sub-Indicator	Sub-Weight	Scoring Benchmarks / Assessment Basis
1	Academic & Professional Qualifications	20	a. Academic Qualification	10	Master's = 8, MPhil = 9, PhD = 10
			b. Professional certifications or training in education/leadership	10	1 certificate = 5, 2+ = 10
		Subtotal		20	—
2	Experience & Track Record	25	a. Total years of professional experience	10	10 years = 5; +1 mark per additional year (max 10)
			b. Leadership / headship / institutional management experience	10	Headmaster/Principal roles = 10; mid-level = 6; none = 0
			c. Record of innovation or contribution in education	5	Documented innovations, awards, or recognitions
		Subtotal		25	—
3	School Management & Pedagogical Plan	25	a. Understanding of assignment and school improvement approach	10	Strong = 10; average = 6; weak = 3
			b. Proposed teaching, learning, and mentorship model	10	Detailed = 10; partial = 6; weak = 3
			c. Monitoring and student-assessment approach	5	Defined plan = 5; partial = 3; none = 0
		Subtotal		25	—
4	Community Engagement & Social Impact	15	a. Plan for parental and community involvement	10	Strong = 10; moderate = 6; weak = 3
			b. Inclusivity and outreach to disadvantaged learners	5	Clear inclusion plan = 5; general = 3; none = 0
		Subtotal		15	—
5	Commitment & Sustainability	15	a. Time commitment and willingness to be physically available	5	Full availability = 5; partial = 3; none = 0
			b. Long-term engagement intent (≥3 years)	5	Written commitment = 5; intent = 3; none = 0
			c. Personal motivation & alignment with public education goals	5	Evaluated via statement of purpose.
		Subtotal		15	—
		TOTAL SCORE		100	—



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**Annex-A: Format of Cover Letter**

To

**Elementary & Secondary Education Foundation (ESEF),**  
Plot No. 20, Street No.13, Sector E-8, Phase-7, Hayatabad, Peshawar  
Ph.: + 92-91-9212395

Subject: **OUTSOURCING OF LOW-PERFORMING SCHOOLS IN KHYBER  
PAKHTUNKHWA**

**Dear Sir,**

Being duly authorized to represent and act on behalf of \_\_\_\_\_ and  
having reviewed and fully understood all the terms and conditions set forth in the EOI document  
and attached annexes.

We hereby express our interest and apply for the short listing of the *"HIRING OF  
NPO/CONSORTIUM/ JV/ YOUNG ENTREPRENEURS/ EDUCATIONISTS/ PRIVATE PARTY FOR  
OUTSOURCING OF LOW PERFORMING SCHOOLS IN KHYBER PAKHTUNKHWA"*.

**Authorized Signature:**

\_\_\_\_\_

**Name:**

\_\_\_\_\_

**Designation :**

\_\_\_\_\_

**Applicant's Official Seal:**

\_\_\_\_\_

\_\_\_\_\_



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**Annex-B: Basic Information of Applicant**

**BASIC INFORMATION OF APPLICANT**

**Prospective Applicant**

- a) Name:
- b) Address of the main office and its branch office (s), Pakistan:
- c) Date of incorporation and / or commencement of business:
- d) Type of Business (Single Entity, firm, corporation, partnership, etc.)
- e) Telephone No:
- f) Cell No:
- g) Fax:
- h) Email:

**Consortium Member's Information**

- a) Name:
- b) Designation:
- c) Address:
- d) Telephone No:
- e) Cell No
- f) Fax No:
- g) E-mail Address:
- h) Primary area of business

**Details of individual (s) who will serve as the point of contact / communication for the Bidder's company:**

- a) Name:
- b) Designation:
- c) Address:
- d) Telephone No.
- e) Mobile | WhatsApp.
- f) E-mail address:
- g) Fax No.

Signature of Authorized Signatory  
Bidder seal & stamp





**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



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**Annex-C: Organization's Profile**

**Organization's Profile**

**Note.** The bidder shall attach the complete profile of its organization including year of incorporation, registration relevant authority, experience, staff detail, organogram and other relevant information.

**(Signature of Authorized Signatory)**

Bidder seal & stamp



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**Annex D: Financial Capabilities**

**Prospective Bidder**

**(or if the bidder is a Consortium, the relevant Consortium member)**

**INCOME TAX RETURNS**

<b>Year (Enter the Financial Year)</b>	<b>Income Tax Returns (PKR)</b>
<b>2023-24</b>	
<b>2022-23</b>	
<b>2021-22</b>	

*\*Tax Returns documents from the relevant documents must be attached.*

**(Signature of Authorized Signatory)**

Bidder seal & stamp



**Government of Khyber Pakhtunkhwa  
Elementary & Secondary Education Foundation**



**Annex-E Non-Blacklisting Affidavit**

All the bidders must submit this affidavit on stamp paper of Rs. 500/- (Rs. Five Hundreds Only) at the time of bid submission on the following format:

I, we \_\_\_\_\_ Owners / Director / Legal Attorney / Accredited representative of Name & address of the Applicant, solemnly declare that,

1. We have read the contents of the EOI Document and have fully understood it.
2. That the financial instruments, statements of facts, data and documents being submitted by us for the subject bidding are true, genuine and correct.
3. We undertake that information being submitted is correct and true, and that any false information shall lead to disqualification at any stage.
4. **Name and Address of the Applicant** is not blacklisted by any of Provincial or Federal Government Department, Agency, Organization or autonomous body anywhere in Pakistan.

In case we fail to comply any of the aforesaid conditions, or the documents submitted by Name & address of the Applicant is found false/forged, our bid will be cancelled, and the department reserves the right to debarring us from participation in future tenders of the E&SED Department Khyber Pakhtunkhwa for a period of one year.

Dated \_\_\_\_ day of \_\_\_\_\_, 2025

<b><u>APPLICANT</u></b>	
Signature:	
CNIC #	
Name	
Designation	
Address	
<b>WITNESS 1</b>	<b>WITNESS 2</b>
Signature: -----	Signature: -----
CNIC #-	CNIC #
Name:	Name
Designation:	Designation:
Address:	Address: