



# **Terms of Reference**

## **Public Schools Support Program (PSSP)**

**Punjab Education Initiatives Management Authority  
(PEIMA)**

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## INTRODUCTION

### Background

Punjab has a vast network of over 52,000 public schools. In 2016, the School Education Department (SED) identified **4,276 low-performing public primary schools** and outsourced their operational management due to the following reasons:

- Non-functional or closed schools
- Schools with less than 25 students
- Schools with less than 25% Punjab Examination Commission (PEC) results

The outsourcing process was executed in **three phases** from **April 1, 2016, to April 1, 2017**. Punjab Education Initiatives Management Authority (PEIMA) established on February 13, 2018; the management of these schools was officially transferred to PEIMA. Currently, all 4,276 public schools operate under the Public School Support Program (PSSP), managed by PEIMA.

### Public School Support Program (PSSP)

The Public School Support Program (PSSP) aims to enhance the quality and accessibility of education by outsourcing the management of public schools to private service providers. The program aligns with the government's vision to:

1. Transform traditional public schools into advanced educational institutions.
2. Reduce per-student costs through Public-Private Partnership (PPP).
3. Position Punjab as a globally recognized hub for education.

### Upcoming Reallocation Plan

PEIMA is now preparing for the reallocation of outsourced public primary schools to new licensees under this program due to the poor performance of previous licensees. However, the Authority has decided that previous licensees will be given a priority advantage, subject to the fulfillment of conditions approved by the Authority in its 25<sup>th</sup> meeting held on 26.03.2025.

## OBJECTIVES OF PSSP

In order to fulfil the obligations under Article 25-A of the Constitution of Pakistan and to enhance involvement of private sector to complement the efforts of public sector in provision of free and compulsory education for all children of the age 5-16 years, following shall be the focused areas of PSSP:

- 1) To increase enrolment in underperforming Public Schools
- 2) To improve quality of education
- 3) To provide conducive teaching and learning environment

- 4) To ensure enrolment of Out of School Children (OOSC)
- 5) To inculcate best teaching practices by engaging private sector

## PROGRAM DESCRIPTIONS

Outsourcing of public schools shall be done under the following streams:

|            |  |
|------------|--|
| Stream I   | Young Entrepreneur Group                                 |
| Stream II  | Individual applicant including experienced professionals |
| Stream III | Ed-Tech Firm   |
| Stream IV  | Educational Chain  |
| Stream V   | NGO / CSO  |

This Program is designed to encourage educated youth, experienced individuals, Ed-Tech Firms, Educational Chains, and NGO/ CSO to join hands with the Government in reorganization/ improvement of the public schools. This initiative on one hand will empower young individuals while on the other, it aims to utilize the expertise of the private sector to improve educational outcomes across the Province.

### **1. School Operationalization:**

Selected streams will be responsible for managing the day-to-day operations of handed over public schools in accordance with the prescribed Procedures/requirements/criterion.

### **2. Government Subsidy:**

The Government of Punjab, School Education Department/PEIMA will provide subsidies for enrolled and verified students, including tuition fees and other relevant expenses.

### **3. Performance Evaluation**

A performance evaluation system will be implemented by PEIMA to assess the impact of this outsourcing on schools improvements, student's enrollment and learning outcomes.

## ELIGIBILITY

The eligibility criterion for each stream is as under:

### **1. Young Entrepreneur Group**

- 1) A group of (03) three persons (friends/family), irrespective of gender (one of them to be the lead applicant) apply for one school from the advertised list of schools;
- 2) Lead applicant must possess at least 03 years post qualification experience.  
Certificate should be as per given format in this document at **Appendix-B**;

- 3) One person can apply in a single young entrepreneurs' group only;
- 4) Lead applicant must be an MA/MSc/BS degree holder (16 years of Education), while other two applicants must be at least BA/BSc degree holders (14 years of Education);
- 5) The maximum age limit for each group member is 40 years. The last date for submission of online applications shall be taken as the cut-off date for the calculation of the age of the applicants;
- 6) All group members are required to submit legible and valid police character certificate along with the application (**mere receipt/ application form for issuance of character certificate is not acceptable**);
- 7) In case any of the group members is found to be blacklisted/ convicted or has criminal record, the candidature of whole group shall be rejected;
- 8) Submission of fake/forged/fabricated documents by any group member shall render the entire group ineligible for the current as well as any subsequent Program of the Government and may result in initiation of criminal proceedings;
- 9) Serving employees of Government (includes but not limited to departments, attached departments, autonomous bodies, semi-Government entities) **ARE NOT ELIGIBLE TO APPLY**;
- 10) Licensees of PSRP **ARE NOT ELIGIBLE TO APPLY**;
- 11) PEIMA / PEF Black listed Licensees are **NOT ELIGIBLE** to apply;
- 12) Application of blacklisted / convicted applicant having criminal record shall be rejected.

## 2. Individual

- 1) Individual having 16 years of education can apply for one school from the advertised list of schools;
- 2) Applicant must possess at least 07 years of post-qualification experience. The experience certificate must be submitted as per given format at **Appendix-B**;
- 3) The maximum age limit for applicant(s) is 65 years. The last date for submission of online application shall be taken as the cut-off date for calculation of the age;
- 4) Application of blacklisted / convicted individual having criminal record shall be rejected;
- 5) The applicant is required to submit legible and valid police character certificate along with the application (**mere receipt/ application form for issuance of character certificate is not acceptable**);

- 6) Submission of fake/forged/fabricated documents by applicant shall render the applicant ineligible for the current as well as any subsequent Program of the Government and may also result in initiation of criminal proceedings;
- 7) Serving employees of Government (includes but not limited to departments, attached departments, autonomous bodies, semi Government entities) **ARE NOT ELIGIBLE TO APPLY**;
- 8) PEIMA / PEF Black listed Licensees are **NOT ELIGIBLE** to apply.
- 9) Licensees of PSRP **ARE NOT ELIGIBLE TO APPLY**;
- 10) Application of blacklisted / convicted applicant having criminal record shall be rejected.

### **3. Ed-Tech Firm**

- 1) Ed-Tech Firm must be registered with Punjab /Federal Government (including SECP/Registrar of Firms). The Firm having international footprint will be given preference;
- 2) The firm must have at least three years' experience in the field of Ed-Tech in Education Sector;
- 3) The firm must have provided IT infrastructure, software/hardware in at least five formal educational institutions to enhance learning outcomes;
- 4) The Ed-Tech Firm must apply for a cluster of at least 10 schools in a district (no limit for maximum schools.);
- 5) Ed-Tech Firm may apply for schools in any tehsil/ district. However, the allocation of schools in any tehsil/ district to any Ed-Tech Firm/ Educational Chain/ NGO/ CSO shall be determined by the Match Making Committee on the basis of merit, availability of schools, location of schools, enrollment in schools and existing operations etc. of that entity. While making allocation of schools to a specific organization, the Match Making Committee may also consider the financial, operational and administrative capacity of that organization which must be established through documentary evidences provided along with the application;
- 6) Firms are required to provide proof of their financial soundness in shape of audited report of last 2 years;
- 7) The firms are required to furnish an affidavit from its focal person that firm has not been blacklisted by the Government of Punjab/Pakistan;

- 8) Submission of fake/forged/fabricated documents shall render the firm ineligible for the current as well as any subsequent programs of the Government and may also result in initiation of criminal proceedings;
- 9) After successful completion of initial scrutiny, the firm shall be required to give a detailed presentation about its intended plans/proposals/ initiatives/ interventions/ improvements about the schools it intends to manage;
- 10) Explicit approval of Board / CEO of Ed-Tech Firm for submission of application under PSSP Spell-11 must be provided alongwith the application;

#### **4. Educational Chain**

- 1) Educational Chain must be registered with Punjab /Federal Government (including SECP/Registrar of Firms);
- 2) It must have at least five years of experience of working in Education Sector;
- 3) Educational Chain must be operating at least 10 formal registered private schools/colleges;
- 4) Educational Chain must apply for a cluster of at least 10 schools in a district (no limit for maximum schools);
- 5) Educational Chain may apply for schools in any tehsil/ district. However, the allocation of schools in any tehsil/ district to any Ed-Tech Firm/ Educational Chain/ NGO/ CSO shall be determined by the Match Making Committee on the basis of merit, availability of schools, location of schools, enrollment in schools and existing operations etc. of that entity. While making allocation of schools to a specific organization, the Match Making Committee may also consider the financial, operational and administrative capacity of that organization which must be established through documentary evidences provided along with the application;
- 6) The Educational Chain is required to furnish an affidavit by its focal person that Educational Chain has not been blacklisted by the Government of Punjab/Pakistan;
- 7) Educational Chain is required to provide proof of its financial soundness in the shape of audited reports of last 03 years;
- 8) Submission of fake/forged/fabricated documents shall render the educational chain ineligible for the current as well as any subsequent Program of the Government and may also result in initiation of criminal proceedings;



- 9) After successful completion of initial scrutiny, the chain shall be required to give a detailed presentation about its intended plans/proposals/initiatives/ interventions/ improvements about the cluster of the schools it intends to manage;
- 10) Explicit approval of Board / CEO of Educational Chain for submission of application under PSSP Spell-11 must be provided alongwith the application;

#### **5. NGO/ CSO**

- 1) NGO/ CSO must be registered with Punjab /Federal Government (including SECP/Registrar of Firms). The NGO/CSO registered with relevant charity commission will be given preference;
- 2) Registered Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) must be working on non-commercial basis;
- 3) Registered Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) having experience of at least 05 years in the Education Sector or Social Sector on non-commercial basis in Punjab/ Pakistan are eligible to apply;
- 4) NGO/ CSO must apply for a cluster of at least 10 schools in a district (no limit for maximum schools);
- 5) NGO / CSO is required to furnish an affidavit of focal person that NGO / CSO hasn't been blacklisted by Government of Punjab/Pakistan;
- 6) Submission of fake/forged/fabricated documents shall render the NGO/CSO ineligible for the current as well as any subsequent Program of the Government and may also result in initiation of criminal proceedings;
- 7) NGO/ CSO may apply for schools in a particular tehsil/ district. However, the allocation of schools in any tehsil/ district to any Ed-Tech Firm/ Educational Chain/ NGO/ CSO shall be determined by the Match Making Committee on the basis of merit, availability of schools, location of schools, enrollment in schools and existing operations etc. of that entity. While making allocation of schools to a specific organization, the Match Making Committee may also consider the financial, operational and administrative capacity of that organization which must be established through documentary evidences provided along with the application;

- 8) NGO/ CSO is required to give proof of its financial soundness in the shape of audited reports of last three years;
- 9) After successful completion of initial scrutiny, the NGO / CSO shall be required to give a detailed presentation about its strength / capacity, intended plans proposals initiatives/interventions/improvements about the cluster of the schools it intends to manage;
- 10) Explicit approval of Board of NGO / CSO for submission of application under PSSP Spell-11 must be provided alongwith the application;

### APPLICATION PROCESSING FEE

Below is the detail of application submission fee for each stream:

| Sr. No | Stream / Category        | Fee           |
|--------|--------------------------|---------------|
| 1      | Young Entrepreneur Group | Rs. 10,000/-  |
| 2      | Individual               | Rs. 10,000/-  |
| 3      | Ed-Tech Firm             | Rs. 100,000/- |
| 4      | Educational Chain        | Rs. 100,000/- |
| 5      | NGO/CSO                  | Rs. 100,000/- |

**Note:**

- 1) Applicants of Young Entrepreneur and Individual streams are required to pay application processing fee of Rs. 10,000/ (**NON-REFUNDABLE**) for their applications.
- 2) Application fee must be deposited in any branch of the Bank of Punjab. Receipts of online fee deposit will not be entertained and application will be rejected.
- 3) The applicants of Ed-Tech Firm / Educational Chain / NGO / CSO streams are required to submit application processing fee of Rs. 100,000/ (**NON-REFUNDABLE**), irrespective of the number of schools they may choose.
- 4) Application Processing Fee is **NON-REFUNDABLE** for all streams.

### PROCEDURE FOR APPLICATION SUBMISSION

- 1) The applicants of all streams are required to apply online at the following link:

<https://peima.pesrp.edu.pk>

- 2) After completion and successful submission of online application, the applicant is required to take a print of the completed online application form and dispatch the hard copy of signed application **BY POST / COURIER** along with documents mentioned at **Annex-C** at the following official postal address:

**“Director Program**

**Punjab Education Initiatives Management Authority,**

**50, Baber Block, New Garden Town, Lahore”**

Phone # [\(042\) 99232040](tel:042-99232040)

- 3) The applicant must make sure that the hardcopy of the application is received **BY POST / COURIER** at above mentioned address within the stipulated timelines, as given in the advertisement;
- 4) Submission of application by hand will not be entertained.
- 5) Incomplete, unsigned, pruned applications or application having incorrect information, or received in parts and/or received after the last date for submission of hard copy, shall be rejected;
- 6) A single application must be sent in one envelope; otherwise, all applications in single envelope will be rejected.
- 7) The applicant must make sure that the hard copy of the application is properly signed;
- 8) **Unsigned applications shall be rejected;**
- 9) The application not accompanied by the bank receipt of “Application Processing Fee” (to be deposited within due date) shall also be rejected;

### **SCRUTINY OF APPLICATIONS**

All received applications shall be scrutinized and evaluated to see whether the applicant fulfils the eligibility criterion as per policy published in the advertisement and contained in this document and has also provided all required and mandatory detailed documents /affidavits.

### **REJECTION OF APPLICATIONS**

- 1) If the applicant does not fulfil the eligibility criteria published in the advertisement, and explained in this document, the application shall be rejected.

- 2) Incomplete, unsigned, pruned applications or application having incorrect information, or received in parts and/or received after the last date for submission of hard copy, shall be rejected;
- 3) Online-submitted application, not followed by receipt of complete hard copy of the signed application **THROUGH POST/ COURIER** shall be rejected;
- 4) Application not accompanied by bank deposit receipt, as a proof for submission of application processing fee, shall be rejected;
- 5) Government/SED/PEIMA may reject any or all applications without assigning any reason to the applicant(s);
- 6) The Government/SED/PEIMA may stop or withdraw the process of reallocation for any school or all schools without assigning any reason to the applicant(s);
- 7) Hard copy of application received after due date shall also be rejected;
- 8) Applications not accompanied by requisite experience and police character certificates as per given format, shall be rejected;
- 9) Applications of Ed-Tech Firm, Educational Chain and NGO/CSO not accompanied by the requisite documents, shall also be rejected.

## EVALUATION CRITERIA

Applications shall be evaluated according to the following guidelines/ criteria:

### 1. Young Entrepreneur Group

#### a) Score Weightage

| Sr.# | Indicators                    | Score      | Means of Verification  | Remarks                 |
|------|-------------------------------|------------|--|-------------------------|
| 1    | Education                     | 65         | Attested Copies of Educational credentials                           | Mean score of the group |
| 2    | Professional Qualification    | 10         | Attested copies of Professional Qualification credentials            | Mean score of the group |
| 3    | Post Qualification Experience | 15         | Attested Copies of Experience Certificates                           | Mean score of the group |
| 4    | Proximity                     | 10         | Attested copies of CNICs (Only permanent address will be considered) | Mean score of the group |
|      | <b>Total</b>                  | <b>100</b> |  |                         |

#### b) Detailed Distribution of Score:

| Sr. #                    | Indicators                    | Degree / Certificates   | Evaluation Criterion     | Score | Maximum Score |    |    |
|--------------------------|-------------------------------|---|--------------------------|-------|---------------|----|----|
| 1                        | Education                     | PhD (If PhD is the highest degree of the applicant, then marks of M.Phil degree will not be awarded)                | -                        | 10    | 65            |    |    |
|                          |                               | MPhil (If M.Phil is the highest degree of the applicant)  | -                        | 05    |               |    |    |
|                          |                               | 16 year of Education (In case of 4 year degree, score is 30 and in case of 2 year Masters Degree score is 15)       | 1 <sup>st</sup> division | 30    |               | OR | 15 |
|                          |                               |   | 2 <sup>nd</sup> division | 20    |               |    | 10 |
|                          |                               |   | 3 <sup>rd</sup> division | 10    |               |    | 05 |
|                          |                               | 14 year of Education (This is only relevant if the applicant holds MA/MSc degree after completion of BA/BSc degree) | 1 <sup>st</sup> division |       |               |    | 15 |
|                          |                               |   | 2 <sup>nd</sup> division |       |               |    | 10 |
|                          |                               |   | 3 <sup>rd</sup> division |       |               |    | 05 |
|                          |                               | Intermediate  | 1 <sup>st</sup> division |       |               |    | 15 |
|                          |                               |   | 2 <sup>nd</sup> division |       |               |    | 10 |
|                          |                               |   | 3 <sup>rd</sup> division |       |               |    | 05 |
|                          |                               | Matriculation   | 1 <sup>st</sup> division |       |               |    | 10 |
| 2 <sup>nd</sup> division |                               |   |                          | 07    |               |    |    |
| 3 <sup>rd</sup> division |                               |   |                          | 05    |               |    |    |
| 2                        | Professional Qualification    | M.Ed. (In case of M.Ed. separate marks for B.Ed. will not be awarded)   | -                        | 10    | 10            |    |    |
|                          |                               | B.Ed.   |                          | 5     |               |    |    |
| 3                        | Post Qualification Experience | ≥13 years   |                          | 15    | 15            |    |    |
|                          |                               | ≥08 & <13 years   |                          | 10    |               |    |    |
|                          |                               | ≥03 & <08 years   |                          | 05    |               |    |    |
| 4                        | Proximity                     | In case applicant belongs to same Tehsil  |                          | 10    | 10            |    |    |
|                          |                               | In case applicant belongs to same District but different tehsil   |                          | 5     |               |    |    |
| <b>Total Score</b>       |                               |   |                          |       | <b>100</b>    |    |    |

**Note:**

- 1) Applicant with M.A. Education Qualification will not be eligible for Professional Qualification marks, unless they hold separate B.Ed. Degree;
- 2) M.A Education will only be considered as Masters Degree;
- 3) In case of having only M.Ed. degree, then it will only be considered as 16 years qualification. In case of having 2 Masters Degrees (including one of them M.Ed.) then the applicant's M.Ed. Degree will be considered as Professional Qualification.

**c) Division Calculation Criterion**

| Sr.# | Criterion    | Division                 |
|------|--------------|--------------------------|
| 1    | ≥ 60% marks  | 1 <sup>st</sup> Division |
| 2    | ≥45% - < 60% | 2 <sup>nd</sup> Division |
| 3    | ≥33% - < 45% | 3 <sup>rd</sup> Division |

**2. Individual Applicant:****a) Score Weightage**

| Sr.# | Indicators                    | Score      | Mean of Verification  |
|------|-------------------------------|------------|---|
| 1    | Education                     | 65         | Attested Copies of Educational Credentials                        |
| 2    | Professional Qualification    | 10         | Attested copies of Professional Qualification Credentials         |
| 3    | Post Qualification Experience | 15         | Attested Copies of Experience Certificates                        |
| 4    | Proximity                     | 10         | Attested copy of CNIC (Only permanent address will be considered) |
|      | <b>Total</b>                  | <b>100</b> |   |

**b) Detailed Distribution of Score:**

| Sr. #                    | Indicators | Degree / Certificates   | Evaluation Criteria      | Score        | Maximum Score |        |               |
|--------------------------|------------|---|--------------------------|--------------|---------------|--------|---------------|
| 1                        | Education  | PhD (If Ph.D is the highest degree of the applicant marks of M.Phil will not be awarded)                      | -                        | 10           | 65            |        |               |
|                          |            | MPhil (If M.Phil is the highest degree of the applicant)  | -                        | 05           |               |        |               |
|                          |            | 16 year of Education (In case of 4 year degree, score is 30 and in case of 2 year Masters Degree score is 15) | Degree                   | BS (4 years) |               | O<br>R | M.A (2 years) |
|                          |            |   | 1 <sup>st</sup> division | 30           |               |        | 15            |
|                          |            |   | 2 <sup>nd</sup> division | 20           |               |        | 10            |
| 3 <sup>rd</sup> division | 10         |   | 05                       |              |               |        |               |

| Sr. #              | Indicators                    | Degree / Certificates   | Evaluation Criteria   | Score | Maximum Score |
|--------------------|-------------------------------|---|---|-------|---------------|
|                    |                               | 14 year of Education (This is only relevant if the applicant holds MA/MSc degree after completion of BA/BSc degree) | 1 <sup>st</sup> division  | 15    |               |
|                    |                               |   | 2 <sup>nd</sup> division  | 10    |               |
|                    |                               |   | 3 <sup>rd</sup> division  | 05    |               |
|                    |                               | Intermediate  | 1 <sup>st</sup> division  | 15    |               |
|                    |                               |   | 2 <sup>nd</sup> division  | 10    |               |
|                    |                               |   | 3 <sup>rd</sup> division  | 05    |               |
|                    |                               | Matriculation   | 1 <sup>st</sup> division  | 10    |               |
|                    |                               |   | 2 <sup>nd</sup> division  | 07    |               |
|                    |                               |   | 3 <sup>rd</sup> division  | 05    |               |
| 2                  | Professional Qualification    | M.Ed. (In case of M.Ed. separate marks of B.Ed. will not be awarded)  | -   | 10    | 10            |
|                    |                               | B.Ed.   |   | 5     |               |
| 3                  | Proximity                     |   | In case applicant belongs to same Tehsil                        | 10    | 10            |
|                    |                               |   | In case applicant belongs to same District but different tehsil | 05    |               |
| 4                  | Post Qualification Experience |   | >15 years   | 15    | 15            |
|                    |                               |   | ≥10 & <15 years   | 10    |               |
|                    |                               |   | ≥05 & <10 years   | 05    |               |
| <b>Total Score</b> |                               |   |   |       | <b>100</b>    |

**Note:**

- 1) Applicant with M.A. Education Qualification will not be eligible for Professional Qualification marks, unless they hold separate B.Ed. Degree;
- 2) M.A Education will only be considered as Masters Degree;
- 3) In case of having only M.Ed. degree, then it will only be considered as 16 years qualification. In case of having 2 Masters Degrees (including one of them M.Ed.) then the applicant's M.Ed. Degree will be considered as Professional Qualification.

**c) Division Calculation Criterion**

| Sr.# | Criterion    | Division                 |
|------|--------------|--------------------------|
| 1    | ≥ 60% marks  | 1 <sup>st</sup> Division |
| 2    | ≥45% - < 60% | 2 <sup>nd</sup> Division |
| 3    | ≥33% - < 45% | 3 <sup>rd</sup> Division |

### 3. Ed-Tech Firm

#### a) Score Weightage

| Sr.# | Indicators   | Score      | Mean of Verification  |
|------|--|------------|---|
| 1    | Years of Operations  | 20         | Registration Certificate of Firm  |
| 2    | Financial Soundness  | 20         | Last 2 years Audited Reports<br>(Avg. will be taken for calculation)  |
| 3    | Technology Ownership   | 10         | Online availability of Ed Tech solutions  |
| 4    | Number of enrolled students, locally or internationally          | 10         | Document provided by the Firm for verification of online subscribers / users  |
| 5    | Number of franchises/schools/ learning centers                   | 10         | List of registration certificates/MoUs/Agreements   |
| 6    | Coverage of Districts  | 05         | Registration of Educational Institutions / Schools / Learning Centers/ MoUs with any Provincial or Federal Government |
| 7    | Experience of working with Government sector in School Education | 10         | MoUs/ Agreements with any Provincial or Federal Government  |
| 8    | Plans/ Proposals for improvement of schools to be managed        | 15         | Presentation before a Committee comprising senior officers  |
|      | <b>Total</b>   | <b>100</b> |   |

#### b) Detailed Distribution of Score

| Sr. # | Indicators                                   | Evaluation Criteria                 | Score | Maximum Score |
|-------|--|-------------------------------------|-------|---------------|
| 1     | Years of Operations                          | $\geq 12$ years                     | 20    | <b>20</b>     |
|       |  | $\geq 9$ & $< 12$ years             | 15    |               |
|       |  | $\geq 6$ & $< 9$ years              | 10    |               |
|       |  | $\geq 3$ & $< 6$ years              | 05    |               |
| 2     | Financial Soundness<br>(Avg. Annual Turnover | $\geq$ Rs.100 million               | 20    | <b>20</b>     |
|       |  | $\geq$ Rs. 50 & $<$ Rs. 100 million | 15    |               |



| Sr. #              | Indicators   | Evaluation Criteria   | Score | Maximum Score |
|--------------------|--|---|-------|---------------|
|                    | of last two years in PKR millions)   | < Rs. 50 million  | 10    |               |
| 3                  | Technology ownership   | Owns property of technology platform(s) for delivering learning solution including live and recorded lectures | 10    | <b>10</b>     |
|                    |  | Uses third party's technology platform for delivering learning solution including live and recorded lectures  | 5     |               |
| 4                  | Number of enrolled / registered students / subscribers, locally or internationally       | $\geq 30,000$   | 10    | <b>10</b>     |
|                    |  | $\geq 20,000$ & < 30,000  | 7     |               |
|                    |  | $\geq 10,000$ & < 20,000  | 5     |               |
| 5                  | No. of Franchises / Schools / learning Centers   | $\geq 15$   | 10    | <b>10</b>     |
|                    |  | $\geq 10$ & < 15  | 7     |               |
|                    |  | $\geq 5$ & < 10   | 5     |               |
| 6                  | Coverage of Districts  | More than 5   | 05    | <b>05</b>     |
|                    |  | Up to 5   | 02    |               |
| 7                  | Experience of working with Govt. sector in School Education/ or International operations | $\geq 05$ years   | 10    | <b>10</b>     |
|                    |  | $\geq 03$ & < 5 years   | 05    |               |
| 8                  | Presentation about Plans / Proposals for improvements of Schools to be managed           |   |       | <b>15</b>     |
| <b>Total Score</b> |  |   |       | <b>100</b>    |

#### 4. Educational Chain

##### a) Score Weightage

| Sr.# | Indicators          | Score | Mean of Verification             |
|------|---------------------|-------|----------------------------------|
| 1    | Years of Operations | 25    | Chains' Registration Certificate |

|   |   |            |  |
|---|---|------------|--|
| 2 | Financial Soundness   | 20         | Last 3 years Audited reports<br>(Avg. will be taken for calculation) |
| 3 | No. of Schools / Colleges / Franchises                      | 20         | School / College Registration Certificates                           |
| 4 | Coverage of districts                                       | 05         | School / College Registration Certificates                           |
| 5 | Experience of working with Govt. sector in School Education | 05         | MoUs / Agreements  |
| 6 | Number of Enrolled students                                 | 10         | System generated enrolment data                                      |
| 7 | Plans/Proposals for improvements of Schools to be managed   | 15         | Presentation before a Committee comprising senior officers           |
|   | <b>Total</b>  | <b>100</b> |  |

**b) Detailed Distribution of Score:**

| Sr.#               | Indicators  | Evaluation Criteria          | Score | Maximum Score |
|--------------------|---|------------------------------|-------|---------------|
| 1                  | Years of Operations   | ≥20 years                    | 25    | <b>25</b>     |
|                    |   | ≥15 & <20 years              | 20    |               |
|                    |   | ≥10 & <15 years              | 15    |               |
|                    |   | ≥ 5 & < 10 years             | 10    |               |
| 2                  | Financial Soundness (Avg. Annual Turnover of last 03 years in PKR millions)   | ≥ Rs.150 million             | 20    | <b>20</b>     |
|                    |   | ≥ Rs. 50 & < Rs. 150 million | 15    |               |
|                    |   | < Rs. 50 million             | 10    |               |
| 3                  | No. of Schools / Colleges / Franchises  | ≥ 25                         | 20    | <b>20</b>     |
|                    |   | ≥15 & < 25                   | 15    |               |
|                    |   | ≥10 & < 15                   | 10    |               |
| 4                  | Coverage of Districts   | More Than 5                  | 05    | <b>05</b>     |
|                    |   | Up to 5                      | 02    |               |
| 5                  | Experience of working with Govt. Sector                                       | ≥ 10 years                   | 05    | <b>05</b>     |
|                    |   | ≥05 & < 10 years             | 02    |               |
| 6                  | Number of Enrolled Students   | Greater than 7,000           | 10    | <b>10</b>     |
|                    |   | 5,001 to 7,000               | 07    |               |
|                    |   | Up to 5,000                  | 05    |               |
| 7                  | Presentation about Plans / Proposals for improvement of Schools to be managed |                              |       | 15            |
| <b>Total Score</b> |   |                              |       | <b>100</b>    |

## 5. NGO / CSO

### a) Score Weightage

| Sr.# | Indicators   | Score      | Mean of Verification   |
|------|--|------------|--|
| 1    | Years of Operations  | 20         | Registration Certificate(s)  |
| 2    | Financial Soundness  | 20         | Last 3 years Audited Reports<br>(Avg. will be taken for Calculation) |
| 3    | Regional Presence (Regional /<br>Divisional Offices in Punjab) | 10         | Addresses and Physical Verification                                  |
| 4    | No. of schools   | 20         | School Registration Certificates / MoUs                              |
| 5    | Coverage of Districts in terms of<br>Schools / Projects        | 10         | School Registration Certificates / MoUs                              |
| 6    | Experience of working with Govt.<br>Sector                     | 05         | MoUs / Agreements  |
| 7    | Plans /Proposals for Improvements<br>of Schools to be managed  | 15         | Presentation before a committee comprising<br>senior Officers        |
|      | <b>Total</b>   | <b>100</b> |  |

### b) Detailed Distribution of Score:

| Sr.# | Indicators  | Evaluation Criteria                                     | Score | Maximum Score |
|------|---|---|-------|---------------|
| 1    | Years of Operations   | $\geq 15$ years   | 20    | <b>20</b>     |
|      |   | $\geq 10$ & $< 15$ years                                | 15    |               |
|      |   | $\geq 5$ & $< 10$ years                                 | 10    |               |
|      |   | $< 5$ Years   | 05    |               |
| 2    | Financial Soundness<br>(Avg. Annual Turnover<br>of last three years in<br>PKR millions) | Annual Funds Generation $\geq$ Rs.300 million           | 20    | <b>20</b>     |
|      |   | $\geq$ Rs. 200 million & $<$ Rs. 300 million            | 15    |               |
|      |   | $\geq$ Rs. 100 million & $<$ Rs. 200 million            | 10    |               |
|      |   | $\geq$ Rs. 50 million & $<$ Rs. 100 million             | 05    |               |
| 3    | Regional Presence<br>(Regional / Divisional<br>Offices in Punjab)                       | More than 03 Regional / Divisional<br>Offices in Punjab | 10    | <b>10</b>     |
|      |   | 2 to 3 Regional / Divisional Offices in<br>Punjab       | 05    |               |
| 4    | No. of Schools  | $\geq 200$ Schools                                      | 20    | <b>20</b>     |
|      |   | $\geq 100$ & $< 200$ Schools                            | 15    |               |
|      |   | $\geq 20$ & $< 100$ Schools                             | 10    |               |
| 5    | Coverage of Districts<br>in terms of Schools /<br>Projects                              | More Than 10 Districts                                  | 10    | <b>10</b>     |
|      |   | 6 to 10 Districts                                       | 07    |               |
|      |   | Up to 5 Districts                                       | 05    |               |
| 6    | Experience of working<br>with Govt. sector  | $\geq 10$ years   | 05    | <b>05</b>     |
|      |   | $\geq 05$ & $< 10$ years                                | 02    |               |

| Sr.#               | Indicators | Evaluation Criteria  | Score | Maximum Score |
|--------------------|------------|--|-------|---------------|
| 7                  |            | Presentation about Plans /Proposals for improvement of Schools to be managed |       | 15            |
| <b>Total Score</b> |            |  |       | <b>100</b>    |

## MATCH-MAKING PROCESS

- 1) In case of receipt of more than one application against a school, Match Making Committee shall consider the set of preferences of all the shortlisted applications so as to carry out the selection of the best applicant on merit.
- 2) In case, any grievance is raised against the decision of Match Making Committee, representation may be made to “Grievances Redressal Committee (GRC)” subject to deposit of Rs. 10,000/- as processing fee. GRC, after hearing the parties, shall take a final decision.

## MATCH MAKING PROCESS FOR ALLOCATION OF SCHOOLS

Schools shall be allocated as per following preferences:

| Preference | Stream                   |
|------------|--------------------------|
| 1          | Young Entrepreneur Group |
| 2          | Individual               |
| 3          | Ed. Tech Firm            |
| 4          | Educational Chain        |
| 5          | NGO / CSO                |

In case of tie in marks obtained after initial scrutiny, preference will be given in the following priority manner in each Stream:

| Sr.# | Stream                   | Order of Preference   |  |                                     |
|------|--------------------------|---|--|-------------------------------------|
|      |                          | First   | Second   | Third                               |
| 1    | Young Entrepreneur Group | In case of tie in Young Entrepreneur Groups, preference will be given to Groups with female representation. |  |                                     |
|      |                          | Higher Qualification  | Senior in Age (average age of all 03 applicants) | -                                   |
| 2    | Individual               | Higher Qualification  | Senior in Age                                    | -                                   |
| 3    | Ed-Tech Firm             | No of Subscribers / Users   | Number of years of operations                    | International footprint             |
| 4    | Educational Chain        | Existing partner/ licensee of PEF/PEIMA   | Duration of registration                         | Geographical spread in the Province |

|   |           |   |                          |                                     |
|---|-----------|---|--------------------------|-------------------------------------|
| 5 | NGO / CSO | Existing partner/ licensee of PEF/PEIMA | Duration of registration | Geographical spread in the Province |
|---|-----------|---|--------------------------|-------------------------------------|

### **CLUSTER FORMATION SCHEME FOR ED-TECH FIRM EDU-CHAIN, & NGO / CSO**

The allocation of schools in any tehsil/ district to any Ed-Tech Firm/ Educational Chain/ NGO/ CSO shall be determined by the Match Making Committee on the basis of merit, availability of schools, location of schools, enrollment in schools and existing operations etc. of that entity. While making allocation of schools to a specific organization, the Match Making Committee may also consider the financial, operational and administrative capacity of that organization which must be established through documentary evidences provided along with the application.

### **NOTIFICATION OF RESULT**

Results shall be uploaded on official website of PEIMA. (<https://peima.punjab.gov.pk/>)

### **PROCESS OF GRIEVANCE REDRESSAL**

In case of any grievance against the decisions of Application Scrutiny Committee or Match-Making Committee, a representation may be made subject to deposit of Rs. 10,000/- as processing charges to Grievances Redressal Committee (GRC) within 10 days of such decision. Decision of the GRC shall be considered final.

### **AGREEMENT SIGNING**

The successful applicant shall be required to sign a License Agreement with PEIMA on prescribed format which shall be shared subsequently. However, if the successful applicant fails to sign the license agreement within the given timelines, the applicant's candidature shall stand cancelled.

### **CODE OF CONDUCT**

Licensee under above mentioned Streams shall have to abide by policies of School Education Department /PEIMA. Changes in the existing policies may also be made with the permission of SED through PEIMA. In general, following important areas must be adhered to:

- 1) Student's uniform shall be as per Government policy;

- 2) Medium of instructions shall be as per Govt. Policy;
- 3) The Text Books of Punjab Curriculum and Textbooks Board shall be used as per policy of the Government;
- 4) Monitoring and evaluation of schools may be conducted by SED/ PEIMA. Frequency of such monitoring / evaluation shall be determined by SED/ PEIMA;
- 5) PEIMA may conduct one or more QATs of the PSSP Schools in an Academic Year. However, quality targets (over and above the baseline) shall also be set by PEIMA each year for these schools;
- 6) All laws, rules, regulations, policies, notifications and instructions of the Government of Punjab, School Education Department and Punjab Education Initiatives Management Authority as notified from time to time, with regard to running, management and quality assurance test of these schools, shall be applicable to all licensees;
- 7) After signing of license agreement, PEIMA will start handing over of schools to successful licensees in collaboration with DEAs;
- 8) The licensee shall make the school functional within prescribed timelines.

## APPENDIX – A

### LIST OF DOCUMENTS TO BE ATTACHED WITH APPLICATION

#### 1. Young Entrepreneur Group

- 1) Original Deposit slip of Rs. 10,000/- as processing fee;
- 2) Attested copies of CNICs of all the applicants;
- 3) Attested copies of academic credentials containing marks detail of all three applicants. (The documents / degrees without marks detail shall not be considered for awarding score);
- 4) Attested copies of post qualification signed and stamped experience certificate along with contact and address details of employers, having proper date and reference number. (Experience length from (DD-MM-YYYY) to (DD-MM-YYYY) shall categorically be mentioned in experience certificate). Format of experience certificate provided at **Appendix-B**;
- 5) Separate Police Character Certificates of all three applicants (**mere receipt/ application form for issuance of character certificate is not acceptable**);
- 6) All other documents as listed in Evaluation Criteria.

#### 2. Individual

- 1) Original Deposit slip of Rs. 10,000/- as processing fee;
- 2) Attested copy of CNIC of applicant;
- 3) Attested copies of academic credentials containing marks detail of applicant. (The documents / degrees without marks detail shall not be considered for awarding score);
- 4) Attested copies of post qualification signed and stamped experience certificate(s) along with contact and address details of employers, having proper date and reference number. (Experience length from (DD-MM-YYYY) to (DD-MM-YYYY) shall categorically be mentioned in experience certificate). Format of experience certificate provided at **Appendix-B**;
- 5) Police character certificate of the applicant (**mere receipt/ application form for issuance of character certificate is not acceptable**);
- 6) All other documents as listed in Evaluation Criteria.

### **3. Ed-Tech Firm**

- 1) Attested copy of Registration Certificate of Ed-Tech Firm i.e. First and latest valid Registration Certificate. (Length of Ed-Tech Firm work experience shall be determined from submitted certificates);
- 2) Attested copy of CNIC of focal person;
- 3) Complete Profile of Ed-Tech Firm;
- 4) Original Deposit Slip of Rs. 100,000/- as processing fee;
- 5) National Tax Number Certificate of Ed-Tech Firm;
- 6) Audited Reports of last 2 years;
- 7) List of completed and ongoing projects along with detail of clients;
- 8) Documents having details of subscribers / users;
- 9) List of current schools where IT interventions are being introduced;
- 10) Complete details of existing monitoring and evaluation mechanism;
- 11) Mechanism for capacity building (including modules developed and number of trainers);
- 12) Authority letter in favor of Focal Person;
- 13) Original affidavit on stamp paper worth Rs.300/- according to given specimen at **Appendix-C**;
- 14) All other documents as listed in Evaluation Criteria.

### **4. Educational Chain**

- 1) Attested copy of registration certificate of the Educational Chain i.e. First and latest valid Registration Certificate. (Length of Educational Chain work experience shall be determined from submitted certificates);
- 2) Attested copy of CNIC of focal person;
- 3) Educational Chain's Profile;
- 4) Original Deposit Slip of Rs. 100,000/- as processing fee;
- 5) National Tax Number Certificate of Educational Chain;
- 6) Audited Reports of last 03 years;
- 7) List of completed and ongoing projects along with detail of clients;
- 8) List of Running Schools (Containing School Name, Address, Registration Number, Tehsil, District and GIS Coordinates of schools);
- 9) Details about the total number of enrolled students;
- 10) Copy of Registration Certificates of all schools (Number of schools shall be



determined from registration certificates only);

- 11) Mechanism for Capacity Building (including Modules developed and number of Trainers);
- 12) Authority Letter in favor of Focal Person;
- 13) Original affidavit on stamp paper worth Rs.300/- according to given specimen at **Appendix-C**;
- 14) All other documents as listed on Evaluation Criteria.

**5. NGO/ CSO**

- 1) Attested copy of registration certificate of the NGO / CSO i.e. First and latest valid Registration Certificate. (Length of work experience shall be determined from submitted certificates);
- 2) Attested copy of CNIC of Focal Person;
- 3) Original Deposit Slip of Rs. 100,000/- as processing fee;
- 4) Organization's complete profile;
- 5) National Tax Number Certificate of NGO / CSO;
- 6) Audited Reports of last 03 years;
- 7) List of completed and ongoing projects along with detail of clients;
- 8) Attested copies of MOUs/Agreements;
- 9) Detail of regional offices in Punjab along with complete detail of address, coordinates and contact numbers;
- 10) List of current functional schools;
- 11) List of Running Schools (Containing School Name, Address, Registration Number, Tehsil, District and coordinates of schools);
- 12) Copy of Registration Certificates of existing schools (Number of schools shall be determined from School Registration Certificates);
- 13) Mechanism for Capacity Building (including Modules developed and number of Trainers);
- 14) Authority Letter in favor of Focal Person;
- 15) Original affidavit on stamp paper worth Rs.300/- according to given specimen at **(Appendix-C)**;
- 16) All other documents as listed in Evaluation Criteria.

**APPENDIX – B**

**Specimen for Experience Certificate of Applicant**

*(To be provided on letter head of the institution/ office concerned)*

**(For Young Entrepreneur Group/ Individual)**

No.: \_\_\_\_\_

Issuance Date: \_\_\_\_\_

It is certified that Mr./Ms. \_\_\_\_\_ S/D/W of \_\_\_\_\_  
having CNIC # \_\_\_\_\_ has been/ is employed in \_\_\_\_\_  
(institution/ office name) \_\_\_\_\_ from \_\_\_\_\_ (dd-mm-yyyy) \_\_\_\_\_ to  
\_\_\_\_\_ (dd-mm-yyyy) \_\_\_\_\_ in the capacity of \_\_\_\_\_ (designation in  
full).

Name of Issuing Authority: \_\_\_\_\_

Designation of Issuing Authority: \_\_\_\_\_

Signatures & Stamp of Issuing Authority: \_\_\_\_\_

Contact Details of Issuing Authority: \_\_\_\_\_

Registration Certificate number (In case of a private school): \_\_\_\_\_

Office Address of employer: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX – C

### Specimen for Affidavit

### بیانِ حلفی

( Ed-Tech Firm / Educational Chain / NGO/ CSO / )

منسکہ مسمی / مسماة \_\_\_\_\_ ولد / زوجہ \_\_\_\_\_  
قومی شناختی کارڈ نمبر \_\_\_\_\_ سکنا \_\_\_\_\_  
حلفاً بیان کرتا \_\_\_\_\_  
/ کرتی ہوں کہ:

- (1) مجھے PEF/SED/PEIMA/یا کسی بھی سرکاری ادارے نے کبھی بلیک لسٹ نہیں کیا۔
- (2) میں اور میرا ادارہ کس بھی مجرمانہ یا غیر قانونی کاروائی میں عدالت یا کسی بھی سرکاری ادارے کی جانب سے سزا یافتہ نہ ہے۔
- (3) میں حلفاً بیان دیتا ہوں کہ درخواست میں دیئے گئے تمام کوائف اور لف تمام دستاویزات میرے علم کے مطابق درست ہیں اور درخواست میں کچھ بھی مخفی نہ رکھا گیا ہے۔ کوئی بھی کوائف یا دستاویزات غلط ثابت ہونے کی صورت میں سیف کا کوئی بھی فیصلہ مجھے منظور ہوگا۔
- (4) میں نے PSSP/Spell-11 کی تمام شرائط کا تفصیلی مطالعہ کر لیا ہے، ہمارا ادارہ تمام شرائط کا پابند رہے گا۔

### م ح ل ف

نام \_\_\_\_\_  
قومی شناختی کارڈ نمبر \_\_\_\_\_  
نشان انگوٹھا \_\_\_\_\_  
دستخط و مہر پتیر \_\_\_\_\_  
پرسن / CEO \_\_\_\_\_  
تاریخ \_\_\_\_\_