



## **Terms of Reference**

### **Public Schools Reorganization Program (PSRP)**

Handing over of Administration & Management of  
Underperforming Public Sector Schools to Private  
Service Providers through Punjab Education Foundation  
(PEF)

"Empowering Minds, Work with Dedication:  
Public-Private Partnership for Quality Education!"



جدید تعلیم کا مرکز پنجاب  
وزیر اعلیٰ مریم نواز کا خواب

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## INTRODUCTION

The Province of Punjab has a vast network of public schools comprising over 52,000 Government institutions, employing 400,000 teachers, and catering to around 12 million enrolled students. Simultaneously, the private sector is also playing a significant role in the education sector by contributing almost as much as the public sector. However, despite that Pakistan faces a considerable challenge of Out-of-School (OOS) children, which currently stand estimated around 26 million OOS children. Out of these, around 11.73 million out of school children reside in Punjab. On the supply side, the scarcity of public schools, coupled with insufficient education infrastructure and below-par service delivery by the public sector, presents significant hurdles in terms of accessibility and quality.

The modern education system necessitates changes in educational institutions, prompting a transformation of traditional public schools into sophisticated teaching and learning organizations. However, the high per-student costs in public schools are burdening the Government's finances and, in this context, Public-Private Partnership (PPP) model emerges as a potential solution to address education challenges in Punjab. It also aligns with the vision of the Chief Minister of Punjab to transform the educational landscape of the province into a globally recognized hub for instilling values, competencies and skills starting from Primary to Secondary school levels. Accordingly, the primary focus of School Education Department (SED) is to enhance the quality of education in public sector schools by using the specialty of private service providers under PPP mode to meet local and international educational benchmarks through the implementation of a practical and progressive reform mechanism. In order to ensure efficient utilization of public schools' infrastructure and implementation of Article 25-A of the Constitution of Islamic Republic of Pakistan 1973 and international commitment under Sustainable Development Goal (SDG)-4, School Education Department intends to outsource the operational management of the following categories of public schools to private parties under PPP Mode, through PEF:

- i. Newly constructed Public Schools, where SNE has not yet been sanctioned;
- ii. Primary Schools having enrolment but with Zero Teacher;
- iii. Primary Schools with Single Teacher;
- iv. Primary Schools with Two Teachers.

The available teaching staff in above mentioned schools may be utilized in those public schools where staff is needed. This outsourcing effort will lead towards necessary reorganization of the public schools and has thus been named as **Public Schools Reorganization Program (PSRP)**.

## OBJECTIVES OF PSRP

In order to fulfil obligations under Article 25-A of the Constitution of Pakistan and to enhance involvement of private sector to complement efforts of public sector in provision of free and compulsory education for all children of the age 5-16 years, the objectives of this outsourcing are as under:

1. To increase enrolment in underperforming Public Sector Schools;
2. To improve quality of education;
3. To provide conducive teaching and learning facilities;
4. To ensure enrolment of Out of School Children (OOSC);
5. To inculcate best teaching practices by engaging private sector.

## DEFINITIONS

In this document unless the context provides otherwise, the following shall be the definitions of the terms used herein;

“**Age Limit**” means the maximum age prescribed for young entrepreneurs and individual applicants;

“**Agreement**” means ‘License Agreement’ to be signed by Licensee and Licensor upon completion of the entire process;

“**Department**” means School Education Department;

“**Education Chain**” means an organization, company or group of institutions, which operates minimum 10 formal schools with specific name under the registration of District Education Authority (DEA)/SED);

“**Ed-Tech Firm**” means Firms that uses software, hardware and IT infrastructure to enhance teaching and learning in Schools;

“**Eligibility criterion**” means minimum qualification and other credentials that are required to apply under this Program;

“**Foundation**” means Punjab Education Foundation;

“**Government**” means the Government of the Punjab;

“**Individual**” means individual applicant who fulfills the eligibility criterion for this Program;

“**Lead Applicant**” means a person of Young Entrepreneurs Group who will lead the Group;

“**Licensor**” means Punjab Education Foundation;

“**Licensees**” means the Individuals, Groups, Ed-tech Firms, School Chains and NGOs which will get operational management of public schools upon successful completion of PSRP, or the one which is already operating public schools under Public Schools Support Program (PSSP);

“**NGO**” means Non-Profit Organization that operates independently and is providing services in any of the social sector;

“**Program**” means Public Schools Reorganization Program;

“**Public School Support Program**” means the existing Public School Support Program (PSSP) of the School Education Department;

“**Subsidy**” means amount of payment to be made by PEF to the licensee against each enrolled and verified student;

“**Supporting Applicants**” means 2 persons of Young Entrepreneurs Group and who will submit their affidavits in favour of Principal Applicant to lead the Group;

“**SOPs**” means and includes set of instructions pertaining to Standard Operating Procedures updated from time to time by the Government/School Education Department/Punjab Education Foundation;

“**Training**” includes online trainings required for the teachers employed by the private service providers;

“**Under-Performing Public School**” means Public school having shortage of teaching staff identified by School Education Department with least enrollment;

“**Young Entrepreneurs Group**” means group of 3 young people up to 40 years of age with one of them having at least 16 years of education while other two having minimum of 14 years of education.

## PROGRAM DESCRIPTIONS

Outsourcing of public schools shall be undertaken under following streams:

- Stream I: Young Entrepreneurs
- Stream II: Individuals including experienced professionals, Expat Pakistanis
- Stream III: Educational Chains/ Ed-Tech Firms
- Stream IV: NGOs

This Program is designed to encourage educated youth, experienced individuals, School Chains, Ed-Tech Firms and NGOs to join hands with the Government in reorganization of the public sector 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.

### **School Leadership Training:**

Successful young entrepreneurs will be required to complete an online training program covering entrepreneurship, financial literacy, critical thinking, development of School Improvement Plan (SIP) and leadership skills offered by the Quaid-e-Azam Academy for Educational Development (QAED), Lahore.

### **School Operationalization:**

Selected groups /streams will be responsible for managing the day-to-day operations of specific public schools in accordance with the prescribed requirements/criterion. They will receive support and necessary resources to ensure smooth functioning and continuous improvement.

### **Government Subsidy:**

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

### **Performance Evaluation:**

A performance evaluation system will be implemented by PEF to assess the impact of this outsourcing on school performance, student enrollments and learning outcomes. This evaluation will be the yardstick for continuation of the outsourcing arrangements.

## **Phases of Outsourcing**

<b>Phases</b>	<b>Schools</b>
<b>Phase I</b>	Handing over operational management of <b>5,863</b> following schools: I. 567 schools with zero teacher; II. 25,55 schools with single Teacher; III. 2,741 schools with enrolment up to 50 students and two teachers
<b>Phase II</b>	Handing over operational management of <b>4,453</b> schools with enrollment from 51 to 100 students and two teachers
<b>Phase III</b>	Handing over operational management of <b>2,903</b> schools with more than 100 students and two teachers

## ELIGIBILITY

The eligibility criterion for each category is as under:

### **Young Entrepreneurs**

- 1) A group of (03) three persons (friends/family) can apply for one school by giving preferred choice of 05 suitable schools from the advertised list of schools;
- 2) One person shall be the lead applicant to carry out processing on behalf of the group;
- 3) One of the applicants, among the group, must possess at least 03 years post qualification teaching/school management experience;
- 4) One person can apply in a single young entrepreneurs' group only;
- 5) One of the applicants must be MA/MSc/BS degree holder (16 years of Education), while other two applicants can be Graduate, BA/BSc degree holders (14 years of Education). However, final selection shall be made on the basis of overall score of the applicants under the head of educational qualification and preference shall be given to the candidates having higher educational qualification;
- 6) One of the applicants must hold a graduate degree in natural sciences/ Information Technology/ computer sciences;
- 7) The maximum age limit for all three applicants is 40 years. The Last date for submission of applications shall be taken as the cutoff date for calculation of the ages of the applicants;
- 8) The applicants are required to submit police character certificate along with the applications;
- 9) The blacklisted/ convicted individual or applicants having criminal record shall be rejected;
- 10) Submission of fake/forged/fabricated documents shall render the entire group ineligible for the current as well as any subsequent programs of the government and shall result in initiation of criminal proceedings also;
- 11) In service government employees **ARE NOT ELIGIBLE TO APPLY**;
- 12) In case of equal marks, the applicants senior in age will be given preference.

### **Note:**

The group of 03 young entrepreneurs can consist exclusively of males, exclusively of females, or can comprise of both males and females;

### **Individuals**

1. Individual having 16 years of education can apply for one school by giving choice of 5 preferred schools from the advertised list of schools;
2. Applicant must possess minimum of 05 years of post-qualification experience;
3. The maximum age limit for applicants is 65 years. The Last date for submission of applications shall be taken as the cutoff date for calculation of the age of the applicant;

4. The blacklisted/ convicted individual or applicants having criminal record shall be rejected;
5. The applicant is required to submit police character certificate along with the applications;
6. Preference shall be given to the candidates having better qualification and experience;
7. Submission of fake/forged/fabricated documents shall render the applicant ineligible for the current as well as any subsequent programs of the Government and shall also result in initiation of criminal proceedings
8. In service Government employees **ARE NOT ELIGIBLE TO APPLY.**
9. In case of equal marks, the applicant senior in age will be given preference.

### **Ed-Tech Firms**

1. The Ed-Tech Firm must be registered with Government (SECP/Registrar of Firms);
2. The firm must have at least five years' experience in the field of Ed-Tech in Education;
3. The firm should have provided IT infrastructure, software/hardware in at least ten formal schools to enhance learning outcomes;
4. The firm should apply for a cluster of at least 10 schools in a district (no limit for maximum schools in a cluster);
5. Ed-Tech Firm may apply for 100% more than their aimed/targeted cluster size so that if there is match/contest amongst various applicants then they may be able to have their aimed/targeted number of schools. They shall mention their priority number against each school (The form is available online along with application form);
6. Firms are required to give proofs of their financial soundness;
7. The firms are required to furnish a certificate that they haven't been blacklisted by 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 shall 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/enhancements about the cluster of the school it intends to manage.

### **EDUCATIONAL CHAINS**

1. The Educational Chain must be registered with Government (SECP/Registrar of Firms);
2. It must have at least five years of experience of working in Education Sector;
3. The chain must be operating at least ten formal registered private schools;
4. An Educational Chain must apply for a cluster of at least 10 schools in a district (no limit for maximum schools in a cluster);

5. An Educational Chain may apply for 100% more than their aimed/targeted cluster size so that if there is match/contest amongst various applicants then they may be able to have their aimed/targeted number of schools. They shall mention their priority number against each school (The form is available online along with application form);
6. The Educational Chains are required to furnish a certificate that they haven't been blacklisted by Government of Punjab/Pakistan;
7. The Educational Chains are required to give proofs of their financial soundness;
8. Submission of fake/forged/fabricated documents shall render the school chain ineligible for the current as well as any subsequent programs of the Government and shall 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/enhancements about the cluster of the school it intends to manage.

**NGO(S)/CSO(S)**

1. Registered Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) working on non-commercial basis having experience of at least five years in the Education Sector or social sector on non-commercial basis in Punjab and registered with the Government under relevant laws are eligible to apply;
2. NGOs are required to furnish certificates that they haven't been blacklisted by Government of Punjab/Pakistan;
3. Submission of fake/forged/fabricated documents shall render the NGO/CSO ineligible for the current as well as any subsequent programs of the Government and shall also result in initiation of criminal proceedings;
4. NGO(s)/CSO(s) having experience of managing school on non-commercial basis in formal education sector shall be given preference;
5. NGO(s)/CSO(s) must apply for a cluster of at least 10 schools in a district (no limit for maximum schools in a cluster);
6. NGO(s)/CSO(s) may apply for 100% more than their aimed/targeted cluster size so that if there is match/contest amongst various applicants then they may be able to have their aimed/targeted number of schools. They shall mention their priority number against each school (The form is available online along with application form);
7. After successful completion of initial scrutiny, the NGO(s)/CSO(s) shall be required to give a detailed presentation about its intended plans/proposals/enhancements about the cluster of the school it intends to manage.

**APPLICATION PROCESSING FEE**

Below is the detail of application submission fee for each category;

Category	Fee
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Young Entrepreneur	Rs. 10,000/
Individual	Rs. 10,000/
Ed-Tech Firm	Rs. 50,000/
Educational Chain	Rs. 50,000/
NGO/CSO	Rs. 50,000/

**Explanation**

- Young Entrepreneurs and Individuals are required to pay application processing fee of Rs. 10,000/ (Non-refundable) for their application carrying a choice of 05 schools;
- Ed-Tech Firms/School Chains/ NGO(s)/CSO(s) are required to submit application processing fee of Rs. 50,000/ (Non-refundable) only, irrespective of the number of schools or clusters they may choose.

**APPLICATION SUBMISSION PROCEDURES**

All applicants under all categories are required to apply online at the following link:

<https://psrp.pefsis.edu.pk>

- After successful submission of online application, the applicants are required to take a print of the online application forms and dispatch the hard copy of application along with documents mentioned at **Appendix- A** at the following address:

“Director PSRP

Punjab Education Foundation,

52-L, Gulberg III, Lahore”

Phone # 042-99232765, 042-99231696

UAN # 111-003-004

- The applicants must make sure that the hardcopies of the applications are received at above address within the stipulated timelines;
- Incomplete applications or applications having incorrect information or applications received after the last date for submission shall be rejected summarily;
- The applications not accompanied by the application processing fee shall also be rejected.

**SCRUTINY OF APPLICATIONS**

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

**REJECTION OF APPLICATIONS**

- i. If the applicant does not fulfil eligibility criteria as per policy, which has been explained in detail in this document, and as per published advertisement, the application shall be rejected;
- ii. Incomplete, unsigned, pruned (have cuttings) or application having incorrect information shall be rejected;
- iii. Online-submitted applications, not followed by printed copy shall also be rejected;
- iv. Applications not accompanied with the proof of submission of application processing fee shall be rejected;
- v. Government/SED/PEF can reject any or all applications without prescribing any details to the applicants.
- vi. Applications received after due dates shall also be rejected.

## EVALUATION CRITERIA

Application scrutiny committee shall evaluate the applications using the guidelines/criterion given below:

### For Young Entrepreneurs Group:

Indicators	Score	Mean of Verification
Education	60	Attested Copies of Education Credentials
Professional Qualification	10	Attested copies of Education Credentials
Post Qualification Experience	15	Attested Copies of Experience Certificate
Proximity	15	CNIC and Domicile
<b>Total</b>	<b>100</b>	

### Detail Distribution of Score:

Sr. #	Indicators	Degree / Certificates	Evaluation Criterion	Score	Maximum Score	
<b>1</b>	<b>Education</b>	PhD	-	05	<b>60</b>	
		MPhil	-	05		
		16 years of Education (In case of 4 years degree score is 30 and in case of 2 years degree score is 15)	1 <sup>st</sup> division	30		15
			2 <sup>nd</sup> division	20		10
			3 <sup>rd</sup> division	10		05
		14 years of Education	1 <sup>st</sup> division	15		
			2 <sup>nd</sup> division	10		
			3 <sup>rd</sup> division	05		
		Intermediate	1 <sup>st</sup> division	10		
			2 <sup>nd</sup> division	07		
			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	<b>Professional Qualification</b>	B.Ed. / M.Ed. <sup>1</sup>	-	10	<b>10</b>
4	<b>Post Qualification Professional Experience</b>		>12 years	15	<b>15</b>
			>08 & <12 years	10	
			>03 & <08 years	05	
3	<b>Proximity</b>		Same Tehsil	15	<b>15</b>
			Same District but another tehsil	10	
			Same Division but Different District	05	
<b>Total Score</b>					<b>100</b>

**Note:**

1. Mean score of all the applicants (lead applicant +2 support applicants) shall be taken to determine merit.
2. 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

**For Individual Applicants:**

Indicators	Score	Mean of Verification
Education	65	Attested Copies of Education Credentials
Professional Qualification	10	Attested copies of Education Credentials
Proximity	10	CNIC or Domicile
Post Qualification Professional Experience <sup>2</sup>	15	Attested Certificate from Concerned Authority
<b>Total</b>	<b>100</b>	

**Detail Distribution of Score:**

Sr. #	Indicators	Degree Certificates /	Evaluation Criteria	Score	Maximum Score
1	Education	PhD	-	05	<b>65</b>
		MPhil	-	05	

<sup>1</sup> Applicants with MA Education Qualification will not be eligible for Professional Qualification Marks, unless they did B. Ed

<sup>2</sup> For Retired Govt. Servants the length of their service will be determined from the Date of Entry in to Govt. Service.

		16 years of Education (In case of 4 years degree score is 30 and in case of 2 years degree score is 15)	1 <sup>st</sup> division	30	15	
			2 <sup>nd</sup> division	25	10	
			3 <sup>rd</sup> division	20	05	
		14 years 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	<b>Professional Qualification</b>	B.Ed. / M.Ed. <sup>3</sup>	-	10	<b>10</b>	
3	<b>Proximity</b>		Same Tehsil	10	<b>10</b>	
			Same District but another tehsil	05		
4	<b>Post Qualification Professional Experience</b>		>25 years	15	<b>15</b>	
			>15 & <25 years	10		
			>05 & <15 years	05		
<b>Total Score</b>					<b>100</b>	

### For Education Chain / Ed Tech Firm:

Indicators	Score	Mean of Verification
Years of Operations	25	Registration Certificate
Financial Soundness	20	Last 3 years Tax Returns (Avg. will be taken for calculation)
No. of Franchise /schools	20	School Registration Certificate / MoU
Coverage of districts	05	School Registration Certificate / MoU

<sup>3</sup> Applicants with MA Education Qualification not eligible for Professional Qualification Marks, unless they did B. ed

Experience of working with Govt. sector in School Education	05	MoU / Agreements
Number of Enrolled students	10	System generated Enrolment data
Plans/Proposals for Enhancements of Schools to be managed	15	Presentation before a committee comprising senior officials
<b>Total</b>	<b>100</b>	

**Detail Distribution of Score:**

Sr. #	Indicators	Evaluation Criteria	Score	Maximum Score
1	<b>Years of Operations</b>	≥20 years	25	<b>25</b>
		>15 & <20 years	20	
		>10 & <15 years	15	
		≥ 5 & < 10 years	10	
		< 5 years	05	
2	<b>Financial Soundness</b>	Annual Turnover of ≥ Rs.100 million	20	<b>20</b>
		Annual Turnover ≥ Rs. 50 million & < Rs. 100 million	15	
		< Rs. 50 million	10	
3	<b>No. of Franchise / Schools</b>	≥ 25 Schools	20	<b>20</b>
		≥15 & < 25 Schools	15	
		≥10 & < 15 Schools	10	
4	<b>Coverage of Districts</b>	More Than 5 Districts	05	<b>05</b>
		Up to 5 Districts	02	
5	<b>Experience of working with Govt. sector in School Education</b>	≥ 10 years	05	<b>05</b>
		≥05 & < 10 years	02	
6	<b>Number of Enrolled Students</b>	More than 7,000	10	<b>10</b>
		Between 5,000 to 7,000	07	
		Between 3,000 to 5,000	05	
7	<b>Presentation about Plan/Proposals for Improvements of Schools to be managed</b>			<b>15</b>
<b>Total Score</b>				<b>100</b>

**For NGOs:**

Indicators	Score	Mean of Verification
Years of Operations	20	Registration Certificate
Financial Soundness	20	Last 3 years Audited Reports (Avg. will be taken for Calculation)

Regional Presence (Regional / Divisional Offices in Punjab)	10	Addresses and Physical Verification
No. of schools	20	School Registration Certificate / MoUs
Coverage of districts in terms of Schools / Projects	10	School Registration Certificate / MoUs
Experience of working with Govt. sector	05	MoUs / Agreements
Plans /Proposals for Enhancements of Schools to be managed	15	Presentation before a committee comprising senior Officials
<b>Total</b>	<b>100</b>	

**Detail Distribution of Score:**

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

<b>7</b>	<b>Presentation about Plan/Proposals for Improvements of Schools to be managed</b>	<b>15</b>
<b>Total Score</b>		<b>100</b>

## MATCH-MAKING

As it is expected that more than one application will be submitted against a school, Match- Making Committee shall consider the set of preferences against the submitted applications and carry out the selection of best institution/individual against a given school.

In case of any grievance against the decision of match-making committee, representation may be made to Grievances Redressal Committee which, after listening to all the parties, shall take a final decision.

## MATCH MAKING SCHEME FOR ALLOCATION OF SCHOOLS

- **Young Entrepreneurs Group:**
  - Young Entrepreneur Group to be given preference in selection of schools over all other categories.
- **Individual:**
  - Individual Applicants to be given preference in selection of schools over all other categories after Young Entrepreneur Group.
- **Education Chains / Ed-Tech Firms**
  - Education Chain to be given preference over Ed-Tech Firm.
  - Existing PSSP partner Education Chains to be given preference over new applicant Education Chains.
- **NGOs**
  - Existing PSSP partner NGOs to be given preference over new applicant NGOs especially in the areas of their existing operations.

## CLUSTER FORMATION SCHEME FOR YOUNG ENTREPRENEURS GROUP, INDIVIDUALS, EDU-CHAINS, ED-TECH FIRMS & NGOS

- **Young Entrepreneurs Group**
  - Group of three friends as young entrepreneurs' group can apply for one school by giving choice of 5 schools from the advertised list of schools.
  - Group have to select a maximum of 05 schools and prioritize them
  - Based on their preferences, one school will be allocated to them on the basis of merit.
  - In case of tie among individual applicants, preference to be given to applicants with higher educational qualification.

- **Education Chains/ NGOs/Ed-Tech Firms**

- Educational Chains/NGOs/ Ed-Tech Firms are encouraged to apply for 100% more schools than their targeted cluster size.
- This strategy allows them to secure their desired number of schools in case of competition among applicants and cluster formation.
- Priority numbers for each school should be specified in the application form, which will be available on the PEF website.
- Once schools are allocated to young entrepreneurs and individual applicants the online application platform shall be again opened for Educational Chains/NGOs/ Ed-Tech Firms to submit their final priority cluster among the available schools;
- The allocation of schools to each Education Chain/NGO/ Ed-Tech Firms will depend on their scoring against the selection criteria.
- Clusters for each Education Chain/NGO/ Ed-Tech Firms will be determined based on their existing operations or the geographic distribution of the schools being operated by them in addition to their scoring.

**Adoption by NGOs/CSR/Ed-Tech Firms**

- Once schools are allocated to individual applicants, private school owners, Education Chains and NGOs respectively the remaining schools will be offered for adoption to individuals/expats/organizations etc.
- The adopter may contribute towards any of following:
  - Development of physical infrastructure (Boundary wall, Hall, classrooms, Toilets etc.);
  - Monthly operation cost of schools;
  - Students' welfare (Uniform, Books & Stationery and Sports facilities etc.)
  - Provision of teachers,
  - Development and maintenance of science and computer labs etc.
  - To make school functional and to bring it at par with other schools.

**50% Fee Charging Model (The Trust School Model)**

- Low Performing Urban Center schools / Non-SNE Schools shall be offered to Private Schools Chains/ Educational NGOs at 50% fee charging model.
- Private Partner to manage and run the school.
- 50% of the total enrolment to study free of cost on Education Voucher Scheme Model.
- Partner to enroll and charge fee from remaining 50% students.

## **NOTIFICATION OF SELECTED APPLICANTS**

1. List of selected applicants shall be uploaded on PEF official website.
2. All laws, rules, regulations, policies, notifications, resolutions of the Government of Punjab, School Education Department, Punjab Education Foundation, notified from time to time, with regards running, management and quality assurance of these schools shall be applicable to all selected applicants.

## **GRIEVANCE REDRESSAL**

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

## **AGREEMENT SIGNING**

The successful applicants shall be required to sign a formal agreement with PEF on prescribed format. The format shall be shared subsequently. However, if the successful applicant fails to approach PEF, in such event PEF shall have right to cancel the notification of successful applicant and call the applicant next in line for signing of the agreement.

## **BASELINE QUALITY ASSURANCE TEST (QAT)**

First baseline QAT of the outsourced schools shall be conducted within 60 days of handing over the schools or as may be decided by the Government.

## **PAYMENT MECHANISM**

Qualified schools shall be provided with financial assistance in vogue on monthly basis. The payment shall be transferred to relevant bank accounts of the Individual licensee / Education Chains/CSOs/NGOs/Ed-Tech Firms. The Licensees are required to open bank accounts in Bank of Punjab (BOP) within their respective districts for transfer of funds. The payment of subsidy shall be in accordance with the approved rates of the Government which may be revised from time to time.

## **HANDING OVER OF SCHOOLS**

Handing over of schools to finally selected applicants of the first phase shall be preferably completed within the shortest possible period but preferably during the summer vacations.

## CODE OF CONDUCT FOR OUTSOURCED SCHOOLS

Schools under above mentioned streams shall abide by policies of School Education Department (SED). Changes in the existing policies may occur with the permission of SED through PEF. In general, following important areas may be adhered to:

- i. Uniforms of the student shall be as of Government schools.
- ii. Existing medium of instructions shall continue.
- iii. Schools shall also appear in annual Govt. exams.
- iv. Punjab Curriculum and Textbooks Board's books shall be used (to be provided by SED/PEF as per policy of the Govt.).
- v. Monitoring and evaluation of schools may be conducted by SED/PEF. Moreover, frequency of the monitoring shall be determined by SED/PEF. (Surprise visits of schools shall be in addition to routine monitoring).
- vi. PEF shall conduct an annual QAT of outsourced Schools. However, quality targets (over and above the baseline) shall also be set by PEF each year for PSRP Schools.

## **APPENDIX – A**

### **LIST OF DOCUMENTS TO BE ATTACHED WITH APPLICATION**

#### **For Young Entrepreneurs Group**

- 1) Original Deposit slip of Rs. 10,000/- for processing fee.
- 2) Complete CV on given format of three applicants
- 3) Attested copies of CNICs and domiciles of all applicants
- 4) Attested copies of academic credentials of all three applicants
- 5) Original post qualification experience certificate along with contact and address details of employers
- 6) Original affidavit(s) on stamp paper of Rs.300/- according to given specimen in TORs.
- 7) Original police character certificate of all three applicants

#### **For Individuals**

- 1) Original Deposit slip of Rs. 10,000/- for processing fee.
- 2) Complete CV on given format of applicant.
- 3) Attested copy of CNIC of applicant
- 4) Attested copy of experience certificate of applicant with contact and address detail of employer.
- 5) Attested copies of academic credentials of applicant.
- 6) Original affidavit(s) on stamp paper of Rs.300/- according given specimen in TORs.
- 7) Original police character certificate.

#### **For Education Chains/Ed-Tech Firms**

- 1) Attested copy of CNIC of applicant / focal person (Mandatory)
- 2) Educational Chain's / Ed- Tech Firm's Profile
- 3) Original Deposit Slip of Rs. 50,000/- as processing fee.
- 4) National Tax Number Certificate
- 5) Audit – Financial Reports/ Tax Returns of last 03 years
- 6) List of completed and ongoing projects along with detail of clients
- 7) List of current functional/operational schools (or branches)
- 8) List of Running Schools (Containing School Name, Address, Registration Number, District, Tehsil and coordinates of schools)
- 9) Details about the total number of enrolled students
- 10) Copy of Registration Certificates of schools
- 11) Existing Monitoring and Evaluation Mechanism
- 12) Periodical Evaluation - Internal and External (if any)

- 13) Mechanism for Capacity Building (including Modules developed and number of Trainers)
- 14) Authority Letter in favour of Focal Person
- 15) Affidavit(s) (Specimen given in TORs) on affidavit of Rs.300/-

### **For NGO(s)/CSO(s)**

- 1) Attested copy of CNIC of Focal person (Mandatory)
- 2) Original Deposit Slip of Rs. 50,000/- as processing fee.
- 3) Organization's Profile
- 4) National Tax Number certificate
- 5) Audited – Financial Reports / Annual Tax Returns of last 03 years
- 6) List of completed and ongoing projects along with detail of clients
- 7) List of current functional/operational schools
- 8) List of Running Schools (Containing School Name, Address, Registration Number, District, Tehsil and coordinates of schools)
- 9) Copy of Registration Certificates of existing schools
- 10) Existing Monitoring and Evaluation Mechanism
- 11) Periodical Evaluation - Internal and External (if any)
- 12) Mechanism for Capacity Building (including Modules developed and number of Trainers)
- 13) Authority Letter in favor of Focal Person
- 14) Affidavit(s) (Specimen Given in TORs) on the affidavit of Rs.300/-

## APPENDIX-B

### SPECIMENS FOR AFFIDAVIT

(انفرادی درخواست)

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

- (1) میں کسی بھی سرکاری/نیم سرکاری/سرکاری پراجیکٹ/ادارے/خودمختار ادارے میں ملازمت نہیں کر رہا/رہی ہوں۔
- (2) مجھے پنجاب ایجوکیشن فاؤنڈیشن SED/PEIMA/ یا کسی بھی سرکاری ادارے نے کبھی بلیک لسٹ نہیں کیا۔
- (3) میں کسی بھی عدالت /سرکاری ادارے سے سزایافتہ نہیں ہوں۔
- (4) میں کسی بھی سیاسی یا غیر سرکاری تنظیمیں/ادارے (NGOs/CSO etc.) سے منسلک نہیں ہوں۔
- (5) میں حلفاً بیان دیتا ہوں کہ درخواست میں دیئے گئے تمام کوائف اور لف تمام دستاویزات میرے علم کے مطابق درست ہیں۔ کوئی بھی کوائف یا دستاویزات غلط ثابت ہونے کی صورت میں پیف کا کوئی بھی فیصلہ مجھے منظور ہوگا۔

میں نے PSRP کے تمام شرائط کا تفصیلی مطالعہ کر لیا ہے اور تمام شرائط کاپابند رہوں گا/گی۔

**مخالف**

نام \_\_\_\_\_  
قومی شناختی  
کارڈ نمبر \_\_\_\_\_  
نشان \_\_\_\_\_  
انگوٹھا \_\_\_\_\_

دستخط بمعہ تاریخ  
درخواست دہندہ

\_\_\_\_\_

# بیانِ حلفی

(NGO/ Education Chain/Ed-Tech Firm)

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

- (1) مجھے پنجاب ایجوکیشن فاؤنڈیشن / SED/PEIMA یا کسی بھی سرکاری ادارے نے کبھی بلیک لسٹ نہیں کیا۔
  - (2) یہ کہ میں اور میرا ادارہ طلباء کو جسمانی سزا نہ دینے کی پالیسی پر کاربند ہے۔
  - (3) میں اور میرا ادارہ کس بھی مجرمانہ یا غیر قانونی کارروائی میں عدالت یا کسی بھی سرکاری ادارے کی جانب سے سزایافتہ نہ ہے۔
  - (4) میں حلفاً بیان دیتا ہوں کہ درخواست میں دیئے گئے تمام کوائف اور لف تمام دستاویزات میرے علم کے مطابق درست ہیں۔ کوئی بھی کوائف یا دستاویزات غلط ثابت ہونے کی صورت میں پیف کا کوئی بھی فیصلہ مجھے منظور ہوگا۔
- میں نے PSRP کے تمام شرائط کا تفصیلی مطالعہ کر لیا ہے ، ہمارا ادارہ تمام شرائط کاپابند رہے گا۔

## مخالف

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

## نامزدگی برائے قریبی رشتہ دار (Next of Kin)

	سکول کا نام:	سکول کا کوڈ:
تحصیل و ضلع:	لائسنسی کا نام:	

پیف قوانین کے مطابق اپنے قریبی رشتہ دار (جو کہ 18 سال سے کم نہ ہو) مثلاً ماں/باپ، بھائی/بہن، بیٹا/بیٹی، شوہر/بیوی میں سے کسی کو (Next of Kin) نامزد کریں۔ اس ضمن میں میں نے اپنے قریبی رشتہ دار کو نامزد کیا ہے جس کی تفصیل درج ذیل ہے۔

نامزد شخصیت کی تفصیلات (Next of Kin)			
نام:		ولدیت/زوجیت:	
شناختی کارڈ نمبر:	تاریخ پیدائش	سکول مالک کے ساتھ رشتہ:	
تعلیم:	پیشہ:	رابطہ نمبر:	
			پتہ:

ناگہانی صورتحال میں Next of Kin میں نامزد کردہ قریبی رشتہ دار عدالت سے جانشینی سرٹیفکیٹ (Succession Certificate) ملنے تک سکول کے جملہ معاملات کا ذمہ دار ہوگا اور اسے پیف کی جانب سے لائسنسی تصور کیا جائے۔

### مخلف

نام: \_\_\_\_\_  
 قومی شناختی کارڈ نمبر: \_\_\_\_\_  
 ولدیت/زوجیت: \_\_\_\_\_

نشان  
 انگوٹھا: \_\_\_\_\_

دستخط بمعہ  
 تاریخ: \_\_\_\_\_

# بیان حلفی

(Lead Applicant for Entrepreneur Group)

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

- (1) میں کسی بھی سرکاری/نیم سرکاری/سرکاری پراجیکٹ/ادارے/خودمختار ادارے میں ملازمت نہیں کر رہا/رہی ہوں۔
- (2) مجھے پنجاب ایجوکیشن فاؤنڈیشن/SED/PEIMA یا کسی بھی سرکاری ادارے نے کبھی بلیک لسٹ نہیں کیا۔
- (3) میں کسی بھی عدالت/سرکاری ادارے سے سزایافتہ نہیں ہوں۔
- (4) میں کسی بھی سیاسی یا غیر سرکاری تنظیمیں/ادارے (NGOs/CSO etc.) سے منسلک نہیں ہوں۔
- (5) میں اپنے گروپ کا لیڈ ممبر ہوں اور مستقبل میں PEF سے جو بھی خط و کتابت اور معاہدہ ہوگا وہ میں گرونگا۔ اس سلسلے میں میرے ساتھی ممبران کا میرے حق میں بیان حلفی لف ہے۔
- (6) میں حلفاً بیان دیتا ہوں کہ درخواست میں دیئے گئے تمام کوائف اور لف تمام دستاویزات میرے علم کے مطابق درست ہیں۔ کوئی بھی کوائف یا دستاویزات غلط ثابت ہونے کی صورت میں پیف کا کوئی بھی فیصلہ مجھے منظور ہوگا۔

میں نے PSRP کے تمام شرائط کا تفصیلی مطالعہ کر لیا ہے اور تمام شرائط کاپابند رہوں گا/گی۔

## مخالف

نام \_\_\_\_\_  
قومی شناختی  
کارڈ نمبر \_\_\_\_\_  
نشان \_\_\_\_\_  
انگوٹھا \_\_\_\_\_  
دستخط بمعہ تاریخ  
درخواست دہندہ \_\_\_\_\_

## بیان حلفی

(Support Member Applicant for Entrepreneur Group)

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

(7) میں کسی بھی سرکاری/نیم سرکاری/سرکاری پراجیکٹ/ادارے/خودمختار ادارے میں ملازمت نہیں کر رہا/رہی ہوں۔

(8) مجھے پنجاب ایجوکیشن فاؤنڈیشن /SED/PEIMA یا کسی بھی سرکاری ادارے نے کبھی بلیک لسٹ نہیں کیا ۔

(9) میں کسی بھی عدالت /سرکاری ادارے سے سزایافتہ نہیں ہوں۔

(10) میں کسی بھی سیاسی یا غیر سرکاری تنظیمیں/ادارے (NGOs/CSO etc.) سے منسلک نہیں ہوں۔

(11) میں اپنے گروپ کا سپورٹ ممبر ہوں اور مستقبل میں PEF سے جو بھی خط و کتابت اور معاہدہ ہوگا وہ \_\_\_\_\_ ولد/زوجہ \_\_\_\_\_ قومی شناختی کارڈ نمبر \_\_\_\_\_ کرے گا اور اس سلسلے میں مجھے کوئی اعتراض نہیں ہوگا۔

(12) میں حلفاً بیان دیتا ہوں کہ درخواست میں دیئے گئے تمام کوائف اور لف تمام دستاویزات میرے علم کے مطابق درست ہیں۔ کوئی بھی کوائف یا دستاویزات غلط ثابت ہونے کی صورت میں پیف کا کوئی بھی فیصلہ مجھے منظور ہوگا۔

میں نے PSRP کے تمام شرائط کا تفصیلی مطالعہ کر لیا ہے اور تمام شرائط کاپابند رہوں گا/گی۔

## مخالف

نام \_\_\_\_\_  
قومی شناختی کارڈ نمبر \_\_\_\_\_  
نشان \_\_\_\_\_  
انگوٹھا \_\_\_\_\_

دستخط بمعہ تاریخ  
درخواست دہندہ

\_\_\_\_\_