



EXPRESSION OF INTEREST (EOI)

OUTSOURCING OF LOW PERFORMING GOVERNMENT COLLEGES IN KHYBER PAKHTUNKHWA

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



DISCLAIMER

This EOI Document is provided to the recipients solely for use in preparing and submitting applications in connection with the competitive bidding process for the Outsourcing of Operations & Management (O&M) of the Low Performing Colleges in Khyber Pakhtunkhwa for the term of the advertised or mutually agreed period. This document for applications is being issued by the Strategic Support Unit, Higher Education Department, Government of Khyber Pakhtunkhwa, solely for use by interested bidders/firms.

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

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



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1. DEFINITIONS:

- a. **“Act”** means the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Amended Act, 2022;
- b. **“Procuring Entity”** means the Strategic Support Unit, Higher Education Department, Government of Khyber Pakhtunkhwa.
- c. **“Expression of Interest”** means a document or set of documents, submitted to the Procuring Entity, to show intent of participation, in response to Request for Expression of Interest, in the pre-qualification or short-listing procedure.
- d. **“Government”** means the Government of the Khyber Pakhtunkhwa.
- e. **“Outsourcing of Colleges”** means a contractual or institutional arrangement between the Procuring Entity and Private Partner, for providing or using a public asset or service in which the Private Partner bears a significant risk and management responsibilities and receives compensations for it;
- f. **“Public Procurement Rules”** means the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KP-PPRA) Rules 2014.
- g. **“Private Partner”** means a selected Private Party that carries out a project under the outsourcing of operations & management of low performing colleges’;
- h. **“Private Party”** means a non-for-profit organization, educationists, group of young entrepreneurs, joint venture, or any other body corporate under the applicable law;
- i. **“Province”** means the Khyber Pakhtunkhwa;
- j. **“Partnerships Agreement”** means the agreement between the Public Partner and Private Partner that sets forth the terms and conditions for the development and implementation of this project.



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- k. **“Request for Expression of Interest”** means the advertisement published by the Procuring Entity in the print and electronic media to solicit Expression of Interest from the interested Private Parties;
- l. **“RFP”** stands for Request for Proposal and means a document, or a set of documents issued to shortlisted bidders in order to solicit technical and financial bids from them;
- m. **“Shortlisting”** means the procedure following pre-qualification wherein bidders meeting pre-qualification criteria are ranked on the basis of strength of their pre-qualification responses and only selected bidders are issued RFP;
- n. **Words, expressions and terms** not specifically defined in these rules shall have the same meanings as attributed to them in relevant trade and industry practices.



2. INTRODUCTION:

1. The Government of Khyber Pakhtunkhwa has approved the outsourcing of the five (05) Low Performing Colleges in the province. The main thrust of the proposed program namely “**Collaborative College Advancement Program (C-CAP)**” is the outsourcing of Management & Operations functions of the Low Performing Colleges (hereafter LPCs). It will enable Higher Education Department to make LPCs fully functional and providing quality education by adding expertise of the private sector having the best skill sets of modern-day management. Currently there are fifty-five (55) LPCs in Khyber Pakhtunkhwa where average annual enrollment is 171 students over last three years. On average per college cost in 55 is Rs.9.47 m, thereby the per student cost in LPCs comes to Rs. 0.172million which is significantly higher than the Rs. 0.06 million per-student cost in standard colleges. The basis for the outsourcing is the following parameters:

- i. Enrollment below 50% of institutional capacity
- ii. Week academic performance
- iii. Low or no willingness of staff to serve in these colleges
- iv. Infrastructure deterioration and staffing deficiencies

2. On this basis, fifty-five (55) colleges were identified, with an average enrollment of only 171 students over three years. (list attached). Subsequently the Higher Education Department has initiated a summary for approval of the cabinet as a policy document, maintaining the principle of affordable quality education while leveraging private sector innovation, modern infrastructure, and stronger job market linkages to enhance graduate employability. During processing, the Finance Department requested a cost-benefit analysis and clarification on the status of staff in these institutions.

3. The Department provided the analysis, highlighting potential annual savings of approximately Rs. 1.0 billion. It was also clarified that staff would be adjusted in those periphery colleges where vacant posts are available and no additional positions would be required to create for the purpose.



3. PROJECT DESCRIPTION:

The department of Higher Education will carry out outsourcing of these colleges through open competitive process in compliance with KPPRA Act 2012 and Procurement Rules 2014 (amended 2022). The process will be carried out after doing necessary need assessment. Expression of interests will be called for shortlisting of the private parties. The Request For Proposal will be issued to the shortlisted parties/firms and the contract will be awarded to the successful firm after completion of due process. The experts duly engaged for development and execution of business models will assist the department for completion of the process as per timelines. The process will be carried out through an ADP scheme No. 251543 titled “Innovative Interventions in Higher Education Sector” and it will be executed through Strategic Support Unit (SSU) Higher Education Department.

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

In the proposed outsourcing model, **College Buildings with basic facilities** are already in place, while the private partner will be responsible for **Operation and Management of the Colleges**.

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

The tenure of the agreement shall be nineteen (19) years, which may be suitably extended, subject to satisfactory performance of the private party. This EOI pertains to 5 low performing government colleges in Khyber Pakhtunkhwa, as presented in **(Annex-1)** of this document.



OBJECTIVE:

The procuring entity aims to leverage the expertise and resources of both the public and private sectors to improve the quality education aligned with the market-based disciplines aiming at the academia industry linkages.

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

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

4. PROCUREMENT PROCESS AND INDICATIVE TIMELINES:

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

Stage	Indicative Timelines
Publication in national newspapers and websites of HED and KPPRA	25 February, 2026
Issuance of EOI Documents	25 February, 2026
Pre-Bid Meeting	06 March 2026 (day) 14:00hrs
EOI documents submission deadline	13 March 2026 14:00hrs
EOI documents opening	13 March 2026 14:30hrs



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Publication / announcement of the evaluation report	In due time
Issuance of RFP documents to the shortlisted / pre-qualified bidders	After approval of EOI evaluation report / announcement of results.

The procuring entity reserves, at its sole discretion, the right to alter the above timeline, if deemed necessary.



5. ELIGIBLE BIDDERS:

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

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

6. INELIGIBLE BIDDERS:

- i. If a bidder or Joint Venture / Consortium member has been barred from participating in any project by the Federal, Provincial or local government or government instrumentality in Pakistan or in any other jurisdiction to which the bidder or a Consortium member belongs or in which the bidder or a Consortium member conducts its business, whereas the bar subsists as on the EOI document Submission Deadline, such entity shall NOT be eligible to submit document for EOI, either individually or as a Consortium member.
- ii. Failed to perform any contract with the Government as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Prospective Bidder or JV / Consortium member as the case may be.
- iii. The Bidder may be a single entity or a Joint Venture / Consortium, coming together



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to implement the project. However, no bidder applying individually or as a member of a JV, as the case may be, can be member of another JV. The term bidder used herein would apply to both a single entity and a Joint Venture.

EOI - SSU - HED - KP



7. QUALIFICATION PARAMETERS:

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

- | |
|---|
| ❖ General experience of the bidder |
| ❖ Core experience of the bidder |
| ❖ Human Resource / Network /Managerial Capability |
| ❖ Financial Capacity of the Service Provider |

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

7.1 EVALUATION REQUIREMENTS:

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

7.2 PREPARATION COST:

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

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

7.3 LANGUAGE:

The EOI document and all related correspondence and documents must be written in English. Supporting documents and printed literature furnished by bidder with the EOI



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documents may be in any other language provided that they are accompanied by appropriate translations of the submitted documents in English and being duly certified. Supporting materials, which are not translated into English, will not be considered for short listing purpose.

7.4 PRE-BID MEETING:

- i. The Procuring Entity will organize a pre-bid meeting on 00/00/2026, at 11:00 AM both in Person at Committee Room HED and virtually via Zoom. The link will be uploaded on HED Website and KPPRA Website.
- ii. The Procuring Entity reserves the right to call any additional pre-qualification meetings before the submission deadline, if it so desires.

7.5 CLARIFICATIONS:

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

Section Officer (General)

Ph: 091-92-----

Email id:

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

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

8. FORMAT AND SIGNING OF EOI APPLICATION:

- i. The bidder may apply for a single, or at the maximum for two colleges in JV from the list given at Annex-1.
- ii. Each bidder shall prepare and submit one (1) printed **original**, one (1) printed **copy** and (1) **electronic copy** (on USB drive) of the EOI application, clearly



marking each one as "Original" and "Copy", as appropriate. In the event of any discrepancy / difference between the copy and the original, the original shall govern.

- iii. The original and all printed copies of the EOI application shall be typed or written in indelible ink. The person or persons duly authorized shall sign the EOI application by:
 - a. Signing the original EOI Application; and
 - b. Initialing all the pages of the EOI document.
- iv. The relevant EOI application shall contain no alterations, omissions or additions, unless such corrections are signed by the person or persons duly authorized.
- v. The information to be provided within the USB shall contain non-compressed and un-protected files in printable formats. Furthermore, such devices must be free from virus.

9. SEALING AND MARKING OF EOI APPLICATIONS

- i. The bidder shall seal the original EOI Application and copy in separate envelopes, each containing the documents specified in the EOI application. The envelope bearing original documents shall be marked "EOI Application Original" and the envelope bearing the copy be marked "EOI Application Copy" (all duly marked as required herein) on the front. Copy and original EOI Application sealed individually should be submitted to the office of **Section Officer (General), Higher Education**, in a single envelop bearing the words **"OUTSOURCING OF LOW PERFORMING COLLEGES IN KHYBER PAKHTUNKHWA"**
- ii. The inner envelope shall each indicate the name and address of the bidder (in case of a Consortium, the name and address of the Lead Member) to enable the relevant EOI Application to be returned unopened if it is declared "late".
- iii. The USB requested shall be submitted with the printed EOI Application. For



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avoidance of doubt, it is expressly specified that the prospective bidders shall not be allowed to submit their EOI Applications by e- mail or fax.

10. APPLICATION SUBMISSION & OPENING DATE AND TIME:

- i. **EOI documents should be submitted through courier on or before 13/03/2026 AT 14:30 hrs** to the office of **Section Officer (General)** in the manner and form as detailed in this EOI document.
- ii. The applications shall be opened on the same day by the Procurement Committee in the presence of representatives of the bidders who chose to attend at 02:00 PM.
- iii. In the event of any of the above-mentioned dates or given in the estimated timetable, being declared as a holiday / closed day for the department, the documents will be available / received / opened on the very **next working day** at the appointed time.
- iv. The contracting authority shall not be responsible for any postal or **courier delays**.
- v. The applications submitted through email / fax will not be considered for evaluation and short listing. The SSU, HED reserves the right to extend the EOI application submission Date and Time, at any time prior to opening of EOI applications.
- vi. The SSU, HED also reserves the right to reject any or all the proposals any time before award of agreement as per provisions contained in Rule 47(1) of the Khyber Pakhtunkhwa Public Procurement of Goods, Works and Services Rules, 2014.

11. ANNOUNCEMENT OF EVALUATION REPORT:

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

12. SPECIAL INSTRUCTIONS TO PROSPECTIVE BIDDERS:

- i. The applicant shall sign/initial & stamp each page before submitting the expression of interest. Submission of inaccurate or false information would result



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

ANNEXURES

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



7.	Other documents the applicant desires to submit	Annex-G
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Annex-1

LIST OF THE GOVERNMENT COLLEGES FOR OUTSOURCING

Annex-2

DRAFT TERMS OF REFERENCES

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

1. Objective:

The Procuring entity aims to leverage the expertise and resources of both the public and private sectors to improve access to quality education with market-oriented disciplines.

2. Scope of Services:

Roles & Responsibilities of the partners in agreement	
Public Partner (HED)	Private Partner (Firm/Bidder)
Availability of the building with basic facilities	Ensuring effective operations & management of the college
	Hiring of teaching & non-teaching staff
Payment for enrolled students as per the concession agreement	Payment of all expenditures arising from operations & management
Ensuring compliance of concession agreement by the private partner	Compliance of agreement by the private partner
Implementation of quality control measures	Repair & Maintenance of the premises, Infrastructure, Furniture & Fixtures



Annex-3

QUALIFICATION CRITERIA

A. ELIGIBILITY CRITERIA FOR ELIGIBLE BIDDERS

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

S #	Check List	Status		Documentary Evidence	
		Yes	No		
1.	Valid Registration Legally registered under the Societies Registration Act, 1860, Voluntary Social Welfare Ordinance, 1961, or Section-42 of the Companies Act, 2017 or any other legal entity applicable by law.				
2.	Experience Bidder must have at least 05 years of relevant experience Among JV / Consortium the Lead Member should have minimum 05 years' experience and other partners / members must have three years as on last date for submission of proposals.				
3.	Tax registration with the relevant authorities.				
4.	Latest three (03) years audited financial statements by a registered/Certified auditor				



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5.	Demonstrated record of successful project implementation in Khyber Pakhtunkhwa or other provinces				
6.	Affidavit confirming not blacklisted, not under litigation, and no pending default with any public entity				
7.	Application submitted in prescribed format and within the due date/time				



(b) (MANDATORY REQUIREMENTS FOR YOUNG ENTREPRENEURS)

S #	Check List	Status		Documentary Evidence	
		Yes	No		
1.	The applicant must be a group of 4–5 individuals , led by a designated Lead Entrepreneur , all domiciled in Khyber Pakhtunkhwa. (CNICs and domiciles of all group members + Lead’s nomination letter signed by all)				
2.	Each member must not less than 18year and not more than 45 years at the time of submission				
3.	At least one member must hold a master’s degree (or equivalent) in Management, Finance, Education Management or Social Sciences				
4.	The group must demonstrate collective experience in education, youth work, or community initiatives (Certificates, volunteering records, or project portfolios)				
5.	The group must submit a Joint Management Proposal indicating roles, responsibilities, financial contribution, and operational plan (Signed consortium agreement or MoU among members)				
6.	Minimum pooled financial capacity of PKR 10 million , either through own contribution or				



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	confirmed sponsorship (Bank statement or notarized financial declaration)				
7.	Group (or Lead Entrepreneur) must possess a valid NTN registration or proof of application (FBR certificate or acknowledgment)				
8.	Affidavit confirming that no member is blacklisted, bankrupt, or under litigation with any public entity				
9.	Application submitted in prescribed format within due date/time				

(C) (MANDATORY REQUIREMENTS FOR EDUCATIONISTS)



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

Please Note that:



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

B. EVALUATION CRITERIA:

(For Organizations)

S #	Parameter	Maximum Marks	Parameter	Assigned Marks	Remarks
1	Institutional Capacity	25	Legal status and governance structure	5	



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			Qualified technical and management staff	5	i. Constitution, Board composition, organogram, audit compliance ii. HR profile, key staff CVs, ratio of core vs. project staff iii. District offices, field footprints, local representation iv. Financial SOPs, internal audit, MIS/manuals v. Premises, IT and transport resources
			Regional Presence in Khyber Pakhtunkhwa	5	
			Internal controls and reporting systems	5	
			Office infrastructure and logistics readiness	5	
2	Relevant Experience	25	Years of Experience	10	i. 10 years= 5 marks with each additional year 1 point up to maximum of 10 ii. 5 marks for 05 years' experience with one point for each additional year up to 10 maximum iii. Certificates of completion, Contracts, Reference letters
			Experience in Education	10	
			Experience with government or donor-funded projects	5	
3	Implementation Approach and KPIs	25	Understanding of assignment & local education context	5	i. Situational analysis, linkage with KP education needs ii. Realistic roadmap to reach 500 students per college iii. Rationalized, locally sourced, gender-balanced plan iv. Lesson support, mentoring, assessment system
			Proposed enrolment & retention plan	5	
			Staffing & teacher-deployment strategy	5	
			Learning & quality-improvement plan	5	
			Monitoring & reporting mechanism	5	
4	Financial Management & Sustainability	15	Availability of audited accounts (last 3 years)	5	i. Certified audits by chartered accountant ii. Audited statements, bank certificates, solvency trend
			Financial stability and annual turnover \geq PKR 100 million	10	
5	Innovation & Social Inclusion	10	Integration of technology/digital learning tools	5	i. Use of EdTech, attendance apps, LMS platforms ii. Community engagement, volunteers' mobilization, local networking
			Community participation and social sustainability	5	
	TOTAL	100			

- Bidders are directed strictly to adhere to the sequence / template given below for



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preparation and submission of documents. The relevant documents must be attached with the application.

- Qualification marks from the following given parameters are 60 marks (pass / fail criteria) out of 100 marks. Only qualified / shortlisted bidders shall be issued the Request for Proposals documents.
- Only documentary proofs shall be accepted. Unverifiable claims shall not be entertained and marked. RFP documents shall only be issued to those bidders qualify the passing marks i.e. 60 out of 100 marks.

Signature of Authorized Signatory)

Bidder seal & stamp

(For Young Entrepreneurs)



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



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			Monitoring & reporting mechanism	5	None = 0 Defined self-reporting and EMIS based =5 Informal reporting mechanism =3 None = 0
5	Community Partnership & Sustainability	10	Industry linkages	5	Detailed strategy = 5, Partial Strategy =3, no strategy = 0 Written commitment =5, None = 0
			Continuity commitment for 03 or more years	5	
	TOTAL	100			

(For Educationists)

#	Main Criterion	Total Weight	Sub-Indicator	Sub-Weight	Scoring Benchmarks / Assessment Basis
1	Academic & Professional Qualifications	20	a. Academic Qualification	10	Master's = 8, MPhil = 9, PhD = 10
			b. Professional certifications or training in education/leadership	10	1 certificate = 5, 2+ = 10
			Subtotal	20	—
2	Experience & Track Record	25	a. Total years of professional experience	10	10 years = 5; +1 mark per additional year (max 10)
			b. Leadership / institutional management experience	10	Principal roles = 10; mid-level = 6; none = 0
			c. Record of innovation or contribution in education	10	Documented innovations, awards, or recognitions
			Subtotal	30	—
3	Operations Management	25	a. Understanding of assignment and O&M improvement approach	10	Strong = 10; average = 6; weak = 3
			b. Proposed teaching, learning, and mentorship model	10	Detailed = 10; partial = 6; weak = 3
			Subtotal	20	—



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4	Community Engagement & Social Impact	15	a. Plan for community involvement	15	Strong = 15; moderate = 10; weak = 5
			b. Inclusivity and outreach to disadvantaged learners	15	Clear inclusion plan = 15; general = 10; none = 0
		Subtotal		30	—
		TOTAL SCORE		100	—

Annex-A: Format of Cover Letter



Government of Khyber Pakhtunkhwa
Higher Education Department



To

The Director Strategic Support Unit,
Higher Education Department

Subject: OUTSOURCING OF LOW-PERFORMING GOVERNMENT COLLEGES IN KHYBER PAKHTUNKHWA

Dear Sir,

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

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

Authorized Signature:

Name:

Designation :

Applicant's Official Seal:

Annex-B: Basic Information of Applicant



BASIC INFORMATION OF APPLICANT

Prospective Applicant

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

Consortium Member's Information

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

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

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



**Government of Khyber Pakhtunkhwa
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g) Fax No.

Signature of Authorized Signatory

Bidder seal & stamp

EOI - SSU - HED - KP



Annex-C: Organization's Profile

Organization's Profile

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

(Signature of Authorized Signatory)

Bidder seal & stamp



Annex D: Financial Capabilities

Prospective Bidder

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

INCOME TAX RETURNS

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

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

(Signature of Authorized Signatory)

Bidder seal & stamp



Government of Khyber Pakhtunkhwa
Higher Education Department



Annex-E Non-Blacklisting Affidavit

All the bidders must submit this affidavit on stamp paper of Rs. 1000/- (Rs. One Thousand Only) at the time of bid submission on the following format:

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

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

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

Dated _____ day of _____, 2025

<u>APPLICANT</u>	
Signature:	
CNIC #	
Name	
Designation	
Address	



Government of Khyber Pakhtunkhwa
Higher Education Department



WITNESS 1	WITNESS 2
Signature: -----	Signature: -----
CNIC #-	CNIC #
Name:	Name
Designation:	Designation:
Address:	Address: