



Terms of Reference (TORs) for Establishing the “Nawaz Sharif Schools of Eminence” in Punjab

The Punjab Education Foundation (PEF), established under the Punjab Education Foundation Act, 2004, is mandated to promote quality education through public-private partnerships. In line with the vision of the Chief Minister Punjab, PEF has launched the initiative of Nawaz Sharif Schools of Eminence (NSSE) a transformative model designed to deliver world-class, inclusive, and technology-enabled education in every tehsil of Punjab.

Under this framework, PEF will collaborate with Individual, Young Entrepreneur Group, Educational Chains, Ed Tech Firms, NGOs/CSOs and capable Education Management Organizations (EMOs) through a transparent, merit-based selection process on a five-year renewable license. The program aims to integrate 21st-century teaching and learning practices, reinforcing governance and accountability mechanisms through sustainable partnerships.

Purpose of the Assignment

PEF seeks applications from eligible Individual, Young Entrepreneur Group, Educational Chains, Ed-Tech Firms, and NGOs/CSOs to establish Schools of Eminence across Punjab under a performance-linked Public-Private Partnership (PPP) model. These licensees will be responsible for developing and managing school infrastructure, while ensuring the delivery of academic excellence, digital integration, and holistic student development.

Vision Statement

To establish flagship Schools of Eminence in every tehsil of Punjab that embody academic excellence, equitable access, and innovation in pedagogy serving as models of quality education through accountable and sustainable partnerships.

To operationalize technology-driven, inclusive, and high-performing schools that empower students with critical thinking, creativity, and global competencies, while ensuring professional leadership, community engagement, and transparent governance.

Strategic Goals

Goal	Description
Identified School Site & Facilities Development	Establish each School of Eminence on a minimum 3-4 Kanal site (falling within urban Municipal/ Metropolitan areas of Metropolitan/ Municipal Corporations), 4-6 Kanal for Urban Municipal Committee limits, comprising minimum of 20 classrooms, along with fully equipped Science, IT and STEAM Laboratories, meeting



	PEF's prescribed infrastructure and quality standards. Classroom capacity shall be determined based on an allocation of 7.5 square feet per student.
Enrolment Growth & Access	Increase enrolment, particularly of girls and marginalized groups, through inclusive outreach and affordable education.
Academic Excellence	Ensure Academic Excellence, Learning Management System (LMS), Digital Library with e-books and research databases.
Technology & STEAM Integration	Establish AI-enabled classrooms, STEAM labs, and digital learning environments in all NSSE.
Teacher Development & Retention	Recruit qualified teachers (minimum 16 years of education) and ensure regular CPD and performance-based incentives. Ensure professional qualification of the teachers.
Community Engagement & Ownership	Strengthen school-community linkages through School Councils, PTMs, and alumni networks.
Infrastructure Modernization	Upgrade facilities to international standards of safety, aesthetics, and accessibility.

Key Performance Indicators (KPIs)

Area	Indicator	Target
Student Enrolment	Active enrolled students	Minimum 800-1,000 per campus by Year 1 (60% in Primary, 40 % in Post primary) (depending upon infrastructure capacity) Note: No child shall be admitted without a valid B-Form (NADRA Birth Registration Certificate). Admission of students without a B-Form will be considered a violation of policy.
Academic Performance	BISE Pass rate LMS installed, each student' academic progress tracked.	85%
Faculty Quality	Qualified teachers on board	100% within 1 month of selection



Digital Readiness	Smart classrooms, Digital Libraries and Science, IT and STEAM labs	Operational within 2 months of selection
Campus Environment	Compliance of all safety, and security standards.	100% compliance within 1 month of selection
Parental Engagement	Parent Teacher Meeting (PTM) participation.	continuous
Quality Assurance Test	PEF shall evaluate the school's annual performance using the results of the Quality Assurance Test (QAT) administered to students.	The passing criteria will be 75% students must score at least 40% marks in annual QAT.

Scope of Work –Core Responsibilities

The selected Licensees shall assume full responsibility for establishment of the Schools of Eminence and making them fully operational as per required compliance standards. Their mandate shall encompass academic leadership, human resource management, financial administration, and community integration.



Deliverable	Key Actions Required	Timeline
Identification of School Site & Facilities Development	Establish each School of Eminence on a minimum 3-4 Kanal site (falling within urban Municipal/ Metropolitan areas of Metropolitan/ Municipal Corporations), 4-6 Kanal for Urban Municipal Committee limits, comprising minimum of 20 classrooms, along with fully equipped Science, IT, and STEAM Laboratories, meeting PEF's prescribed infrastructure and quality standards. Classroom capacity shall be determined based on an allocation of 7.5 square feet per student.	Within 02 months of selection
School Establishment Timeline	A period of two (02) months shall be provided to the licensee for establishing/ developing the school building. All approved schools shall be launched on 1st April, aligned with the commencement of the new academic year.	Within 02 months of selection
Marketing Facilitation for Licensed Schools	Schools that meet the criteria of the School of Eminence and are granted a license shall be permitted to advertise and market their school after approval of the proposed site. To support new entrepreneurs who may lack marketing experience, a dedicated person/department shall be designated by PEF to assist in planning and executing admission campaigns and related promotional activities.	After issuance of license
Infrastructure Modernization	Establish classrooms, labs, libraries, toilets, and playgrounds; install CCTV, biometric systems, and AI-based attendance mechanisms. Schools that maintain an air-conditioned campus shall be eligible to receive an additional Rs. 300 per enrolled student from PEF, contingent upon verification of the provision of air-conditioned classrooms.	Within 2 months after agreement
Green & Active Campus: Grassy Fields	Develop and maintain grassy playgrounds and sports fields for student's wellness activities.	Within 2 months after agreement
Academic Delivery	Implement PECTAA - approved curriculum; introduce AI/Ed Tech learning tools and continuous assessment systems.	Continuous



Teacher Recruitment & Training	<p>Appoint qualified faculty (minimum 16 years' education) with professional educational qualification and ensure 40+ CPD hours annually per teacher.</p> <p>Hire Physical Trainer (PT) instructor, co-curricular specialist, and certified STEAM trainer to deliver experiential, concept-based learning.</p> <p>Plan to ensure long-term faculty excellence.</p>	Within 01 month
Student Support & Inclusion	Ensure equitable access, student counselling, life skills training, and co-curricular enrichment programs.	Continuous
Holistic Students Development	<p>A well-articulated co-curricular program, including sports, arts, debates, science clubs and students' leadership councils.</p> <p>Promote inclusivity and social emotional learning through life skills workshops, hygiene awareness and student wellness initiatives.</p>	Continuous
Regulatory Compliance	Ensure full compliance of Punjab School Education code, child protection standards, and all applicable regulations under the PEF operational framework.	Ongoing
Community Engagement	Organize PTMs, establish School Advisory Councils, and conduct outreach programs to strengthen local ownership.	Ongoing

Note: All performance targets shall be measured, verified, and reported in accordance with the official Operational Framework of the Nawaz Sharif Schools of Eminence (NSSE) approved by the Punjab Education Foundation.

Partnership & Operational Model (PEF's Support to the Licensees)

Support Area	Details
Financial Subsidy	Per-student monthly subsidy tiered by grade, linked to verified enrollment and performance.
Monitoring & Evaluation	Regular performance audits, compliance verification, academic quality inspection, students' assessment, and impact reporting, by PEF and third parties.



Strategic Guidance	Advisory support, innovation planning, school improvement frameworks, capacity building for school leadership.
Operational Facilitation	Access to Regulatory templates, SOPs and facilitation in stakeholder coordination (e.g., district education officers, community engagement), administrative & Teaching mentoring
Textbooks and Learning Materials	Provided free Textbooks by PEF for all students.

Licensee' Commitments

Commitment	Description
Academic Performance	BISE pass rate 85% LMS to track each students' academic progress Achieve annual 15% improvement in internal assessments Meet prescribed standards in Quality Assurance Test (QAT)
Enrollment Growth	Minimum 10% annual increase until capacity target reached /Policy Cap.
Infrastructure and Technology Readiness	Provision of School Infrastructure including Smart classrooms, Science, AI/STEAM labs, CCTV, and safety protocols, Playgrounds established within 2 months, facial recognition based attendance regime.
Teacher Excellence	Academically and professionally qualified, trained, and retained faculty with measurable CPD progress.
Transparency & Reporting	Digital record keeping, financial documentation, and timely submission of all reports to PEF.

Governance & Oversight

Regular biannual review sessions will be held between PEF and Licensees to evaluate progress against KPIs & scope of work. Failure to meet agreed targets may lead to contract termination or non-renewal of the 5-years (extendable) license.



Geographical Spread and Number of Schools/districts

- i. PEF intends to establish 02 NSSE in each Tehsil of the province (City Area) 01 for boys and 01 for Girls
- ii. The number of schools to be established in Lahore (Metropolitan Area), Gujranwala, Rawalpindi, Faisalabad, Sargodha, Multan and Bahawalpur (Municipal Corporation Limits area only) shall be as under.

City	No of Schools
Lahore	12
Gujranwala	04
Faisalabad	04
Rawalpindi	04
Sargodha	04
Multan	04
Bahawalpur	04

- iii. For remaining Tehsils of these 07 Districts, which fall outside Metropolitan / Municipal limits the number of schools per Tehsil shall also be 02 as detailed at point i above;
- iv. An EMO can apply for establishing NSSE in a maximum of 03 Districts during this round of applications.

Monitoring, Evaluation & Quality Assurance

Component	Description
1. Performance Audits	Quarterly/annual academic & financial audits by PEF. Third-party evaluations for transparency.
2. Real-Time Dashboards	Digital monitoring tools tracking: <ul style="list-style-type: none"> ✓ Student performance ✓ Teacher attendance & training ✓ Infrastructure maintenance



Component	Description
3. Feedback Mechanisms	Parent-Teacher Meetings (PTMs), Student Councils, Online Surveys for stakeholder input.

Financial Sustainability & Partnerships

Component	Description
1. Funding Model	Public-private partnership (PPP) with government grants/subsidy and private investments. Corporate sponsorships & CSR initiatives.
2. Cost Efficiency	Shared resources (e.g., centralized LMS, bulk procurement). Energy-efficient infrastructure (solar panels, smart lighting).

1. Roll-Out Timeline

Timelines	Partner Selection
Dec 05, 2025, to Feb 28 th 2026	Selection of Licensees on Merit, Agreements, Identification of sites, development of schools
March-April 2026	Launch of NSSE

PEF will provide:

- i. Monthly per-student subsidy as per following details:

LEVEL	Subsidy (PKR)
Nursery – Class 2	3,500
Class 3 -5	4,000
Class 6 – 8	4,500
Class 9 – 10 (Arts)	5,000
Class 9 – 10 (Science)	5,500



Priority Order of Eligibility:

- i. Individuals
- ii. Young Entrepreneur Groups
- iii. Educational Chains
- iv. Ed-Tech Firms
- v. Non-Governmental / Civil Society Organizations (NGOs / CSOs)

Application Limitations and Processing Fee

- i. The individual & Young Entrepreneurs applicants can apply for a maximum of 01 school in a chosen tehsil of their district of domicile.
- ii. The individual and young entrepreneurs' group are required to submit application processing fee of Rs. 100,000 (non-refundable) along with their requisite documents.
- iii. The EMOs (Ed-Tech firms, Educational Chains, NGOs) are required to submit application processing fee of Rs. 100,000 (non-refundable) along with their requisite documents for each district they intend to apply.
- iv. In case an EMOs intends to apply for more than one district the amount of application fee must correspond to the number of Districts applied.
- v. An EMO can apply for a maximum of 03 Districts only.
- vi. Applicants who wish to file an appeal against any decision of PEF shall submit an **appeal processing fee of Rs. 100,000** at the time of lodging the appeal.
 - If the appeal is found valid and justified, the appeal processing fee shall be refunded to the applicant.
 - If the appeal is dismissed, the fee shall be treated as non-refundable.

All appeals must be submitted within the stipulated timeline and in accordance with the prescribed appeal procedure issued by PEF.



Category Wise Eligibility Criteria

Category No. 1: Individuals

Experience Requirement:

- I. Minimum 16 years of education in sciences, Social Sciences, Business Education, Arts & Humanities from HEC recognized university.
- II. The individual must possess a minimum of 15 years of post-qualification experience in the education sector, including leadership and management roles in recognized institutions. Knowledge of functioning of public sector and understanding of public policy, public administration and Governance issue in education sector.
- III. Applicant must submit valid and attested Police Character Certificate, Affidavit of Compliance (on Rs. 300 stamp paper) and supporting documentation.
- IV. Serving employees of Government, Semi-Government, or Autonomous Bodies shall not be eligible to apply.
- V. Experience in education development, management and coordination
- VI. Excellent interpersonal, English writing and communication skills.
- VII. Excellent computer skills and Project management.

Financial Assets Requirement:

The individual must declare financial working capital, in case of ownership of the school building and land of worth PKR 7.5 million and in case of rented building of worth Rs. 10 million. Verification of financial standing and credibility will be conducted through Bank Statement, aggregate of last 06 months, showing sufficient balance or transactions and Tax Return of last 2 years.

Operational Clause

1. The Licensee must remain actively and continuously engaged in the operations and administration of the allocated School of Eminence, including but not limited to academic planning, financial oversight, human resource management, and community engagement.
2. The licensee shall not transfer, assign, or delegate its management rights, either wholly or in part, to any other person or entity without prior written approval from PEF.



Comprehensive Evaluation Framework (100 Points) – Individual Category

Sr. #	Indicators	Degree / Certificates	Evaluation Criteria	Points	Maximum Points		
A. Capacity – 60 Points							
1	Education	PhD (If PhD is the highest degree of the applicant marks of MPhil will not be awarded)	-	05	50		
		MPhil (If MPhil is the highest degree of the applicant)	-	02			
		16 years of Education (In case of 4 year degree, score is 30 and in case of 2 year Master’s Degree score is 15)	Degree	BS (4 years)		O R	MA/MSc (2 years)
			1 st division	30			15
			2 nd division	20			10
		14 years of Education (This is only relevant if the applicant holds MA/MSc degree after completion of BA/BSc degree)	3 rd division	10			05
			1 st division				15
			2 nd division				10
		Intermediate	3 rd division				05
			1 st division				10
			2 nd division				07
		Matriculation	3 rd division				05
			2 nd division				03
			1 st division				02
2	Professional Experience	More than 20 years	-	10	10		
		≥15 years to 20 Years	-	05			
Category		Indicator	Max Points	Detailed Expectations & Evidence Required			
B. Financial Strength – 20 Points		Declared Financial Assets Value	25	≥ PKR 50 million = 25 pts ≥ 30 & < 50 million = 20 pts ≥ 10 & < 30 million = 15 pts ≥ 7.5 & < 10 million = 10 pts			



			Attach 02 years asset declaration & tax returns. Bank Statement (latest 6 months)
C. Strategic Vision & Implementation – 20 Points	Improvement Plan for Assigned Schools	15	Presentation and written plan demonstrating vision, sustainability model, school improvement and community engagement strategy and financial commitments.

Category No. 2: Young Entrepreneur Group

Young Entrepreneur Groups comprising three (03) qualified individuals with demonstrable commitment to education management and innovation are eligible to apply under this category. Each group shall be jointly responsible for the establishment, administration, and successful operation of the allocated 'School of Eminence' in accordance with the operational framework prescribed by PEF.

Eligibility Requirements:

- I. A Young Entrepreneur Group shall consist of three (03) individuals with at least one holding a degree in Information Technology.

Group composition should have at least one female and may comprise of the following combinations;

Option1	Option 2	Option 3
2 Females	2 Males	All Females
1 Male	1 Female	

- II. All Applicants of a group must possess a minimum of 16 years of education from an HEC-recognized institution.
- III. The maximum age limit for each group member shall be 40 years on the last date of submission of Expression of Interest (EOI).
- IV. The Lead Applicant must have at least seven (07) years of post-qualification professional experience, issued by Competent Authority, preferably in education management, social entrepreneurship, or public service delivery. While other group members must possess at least 05 years of post-qualification experience.
- V. All three group members must submit valid and attested Police Character Certificates, Affidavits of Compliance (on Rs. 300 stamp paper) and supporting documentation.
- VI. Serving employees of Government, Semi-Government, or Autonomous Bodies shall not be eligible to apply.
- VII. In case any group member is found to have submitted false, fabricated, or forged documents, the entire group shall be rendered ineligible for the current and any



subsequent PEF initiatives and may be subject to legal proceedings under applicable laws.

- VIII. Each group member can participate in only one (01) Young Entrepreneur Group application.
- IX. The young entrepreneur group must declare joint financial working capital in case of ownership of the school building and land of worth PKR 7.5 million and in case of rented building of worth Rs. 10 million.
- X. Verification of financial standing and credibility will be conducted through Bank Statement, aggregate of last 06 months, one or all applicants, showing sufficient balance or transactions and Tax Return of last 2 years.
- XI. Tax Return (latest filed return with declared assets and income)

Operational Clause

3. All three Young Entrepreneurs must remain actively and continuously engaged in the operations and administration of the allocated School of Eminence, including but not limited to academic planning, financial oversight, human resource management, and community engagement.
4. In case of dispute, misconduct, or conflict of interest among group members resulting in governance paralysis or non-compliance with operational standards, PEF shall reserve the right to terminate the agreement, and the license for that school shall stand cancelled without any liability to PEF.
5. The group shall not transfer, assign, or delegate its management rights, either wholly or in part, to any other person or entity without prior written approval from PEF.

Comprehensive Evaluation Framework (100 Points) – Young Entrepreneur Group (Calculated on the basis of Mean Score)

Sr. #	Indicators	Degree / Certificates	Evaluation Criteria	Points			Maximum Points	
A. Capacity – 60 Points								
1	Education	PhD (If PhD is the highest degree of the applicant marks of MPhil will not be awarded)	-	05			50	
		MPhil (If MPhil is the highest degree of the applicant)	-	02				
		16 years of Education (In case of 4 year degree, score is 30 and in case of	Degree	BS (4 years)	O R	MA/MSc (2 years)		
			1 st division	30		15		



		2 years Masters Degree score is 15)	2 nd division	20	10
			3 rd division	10	
		14 years of Education (This is only relevant if the applicant holds MA/MSc degree after completion of BA/BSc degree)	1 st division	15	
			2 nd division	10	
			3 rd division	05	
		Intermediate	1 st division	10	
			2 nd division	07	
			3 rd division	05	
		Matriculation	1 st division	05	
			2 nd division	03	
3 rd division	02				
2	Professional Experience	More than 10 years	-	10	10
		≥07 years to 10 Years	-	05	
Category		Indicator	Max Points	Detailed Expectations & Evidence Required	
B. Financial Strength – 20 Points		Declared Financial Assets Value	25	≥ PKR 50 million = 25 pts ≥ 30 & < 50 million = 20 pts ≥ 10 & < 30 million = 15 pts ≥ 7.5 & < 10 million = 10 pts Attach 02 years asset declaration & tax returns. Bank Statement (latest 6 months)	
C. Strategic Vision & Implementation – 20 Points		Improvement Plan for Assigned Schools	15	Presentation and written plan demonstrating vision, sustainability model, school improvement and community engagement strategy and financial commitments	

Category No. 3: Educational Chains

Only Educational Chains with demonstrable large-scale experience in the education sector meeting following eligibility criteria under this TOR are encouraged to apply:

- I. Educational Chain must be registered with Punjab /Federal Government (including SECP/Registrar of Firms)
- II. It must have at least five years of experience of working in Education Sector



- III. Educational Chain must be operating at least 10 formal registered private schools/colleges.
- IV. Educational Chain may apply for schools in any tehsil/ district.
- V. Must have maximum outreach across Punjab or in the districts where it intends to operate NSSE.

Comprehensive Evaluation Framework (100 Points) – Educational Chains

Category	Indicator	Max Points	Detailed Expectations & Evidence Required
A. Institutional Capacity – 50 Points	Years of Operation	25	Provide registration certificates and evidence of continuous operation. ≥ 20 years = 25 pts ≥15 & < 20 = 20 ≥10 & <15 = 15 ≥5 & <10 = 10. (Attach First registration and track record with valid latest registration)
	No. of Schools / Colleges Managed	20	≥ 20 institutions = 20 pts ≥15 & < 19 = 15 ≥11 & < 15 = 10 ≥10 = 05
			Attach list with valid registration Certificates and GIS locations.
	Geographic Coverage	5	Presence in > 5 districts = 5 pts ≤ 5 districts = 2. (Provide verified addresses)
B. Financial Strength – 30 Points	Average Annual Turnover (last 3 years)	20	≥ PKR 150 million = 20 pts ≥100 & < 150 million = 15 ≥50 & < 100 million = 10 < 50 million = 10. Attach audited financial statements (of last three years).
	Net Worth & Stability	10	Minimum net worth ≥ PKR 100 million = 10 ≥ 50 & < 100 million = 05 (auditor's certificate required)



C. Strategic Vision & Implementation – 20 Points	Improvement Plans for Assigned Schools	20	Presentation and written plan demonstrating vision, sustainability model, school improvement and community engagement strategy and financial commitments
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Minimum Eligibility Requirements (Non-Scoring)

- i. Registered with SECP/Federal or Provincial Registrar (valid registration)
- ii. Not blacklisted by any government or donor body or involvement in unresolved legal disputes.
- iii. Less than 05 years' operational history.
- iv. Submission of audited reports (last 3 years) + income tax returns of the corresponding years.
- v. Submission of signed Affidavit of legal compliance with all relevant declarations Compliance (Rs. 300 stamp paper).
- vi. Application Processing fee.

Eligibility Category No. 4: Ed-Tech Firms

Only registered Ed-Tech Firms with demonstrated expertise in educational technology implementation, AI integration, and digital education operations and having following eligibility under this TOR can apply:

- I. Ed-Tech Firm must be registered with Punjab /Federal Government (including SECP/Registrar of Firms). The Firm having international footprint will be given preference.
- II. The firm must have at least Four years' experience in the field of Ed-Tech in Education Sector.
- III. The firm must have provided IT infrastructure, software/hardware in at least ten formal educational institutions to enhance learning outcomes.
- IV. Firm may apply for schools in any tehsil/ District.

Comprehensive Evaluation Framework (100 Points) – Ed- Tech Firms

Category	Indicator	Max Points	Detailed Expectations & Evidence Required
A. Technical Capacity – 50 Points	Years of Operations	20	≥ 12 years Ed-Tech experience = 20 pts ≥10 & < 5 years = 10 pts ≥04 & < 5 years = 05 pts Provide incorporation certificate and portfolio.



Category	Indicator	Max Points	Detailed Expectations & Evidence Required
			(Attach First registration and track record with valid latest registration)
	Technology Ownership	10	Proprietary platforms or licensed solutions used in ≥ 5 educational institutions. Submit URLs, screenshots, or IP ownership proof.
	Institutional Reach / Users	10	$\geq 30,000$ registered users = 10 pts $\geq 20,000$ & $< 30,000$ = 7 pts $\geq 10,000$ & $< 20,000$ = 5 pts (Provide analytics or subscriber records)
	Experience with Public Sector	10	≥ 05 years = 10 pts ≥ 03 & < 5 years = 5 pts. (MoUs/ Agreements with any Provincial or Federal (Government))
B. Financial Strength – 30 Points	Annual Turnover (avg. of last 2 years)	20	\geq PKR 150 million = 20 pts ≥ 100 & < 150 = 15 ≥ 100 = 10. Attach audited financial statements (of last 3 years) along with tax returns
	Net Worth	10	Minimum net worth \geq PKR 100 million = 10 ≥ 50 & < 100 million = 05 (auditor's certificate required along with tax returns)
C. Strategic Vision & Implementation – 20 Points	Digital Innovation Plan & Technical Team Readiness	20	Presentation and written plan demonstrating vision, sustainability model, school improvement and community engagement strategy and financial commitments

Minimum Eligibility Requirements (Non-Scoring)

- I. Registered with SECP, Registrar of Firms, or equivalent authority.
- II. Less than 4 years of operation in educational technology.
- III. Evidence of deployment of digital learning solutions in ≥ 10 formal educational institutions.
- IV. Audited financial statements for last 03 fiscal years and income tax statements
- V. Not blacklisted by any government or donor body or involvement in unresolved legal disputes. Submission of signed Affidavit of legal compliance with all relevant declarations Compliance (Rs. 300 stamp paper).
- VI. Application Processing fee.



Eligibility Category No 5: NGOs / CSOs

Only registered non-profit organizations with a verifiable record of educational and community-development projects and fulfilling the following criteria are eligible to apply:

- I. 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.
- II. Registered Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) must be working on non-commercial basis.
- III. 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.
- IV. NGO /CSO may apply for schools in any tehsil/ District.

Comprehensive Evaluation Framework (100 Points) – NGOs / CSOs

Category		Indicator	Max Points	Detailed Expectations & Evidence Required
A. Capacity Points	Institutional 50	Years of Experience	20	≥ 20 years in education/development = 20 pts ≥ 15 & < 20 = 15 pts ≥ 10 & < 15 = 10 pts ≥ 05 & < 10 = 5 pts (Attach First registration and track record with valid latest registration)
		Educational/social sector Projects Implemented	20	≥ 25 completed or ongoing projects = 20 pts ≥10 & < 15 = 15 pts ≥05 & < 10 = 10 pts (Provide project summaries and references record and certificates of completion from sponsors)
		District Coverage	10	Operations in ≥ 5 districts = 10 pts < 5 = 5 pts. (Provide district-wise list with office address)



B. Financial Strength – 30 Points	Average Annual Budget	20	≥ PKR 300 million = 20 pts ≥ PKR 200 & < PKR 300 = 15 pts; ≥ PKR 100 & < PKR 200 = 10 pts ≥ PKR 50 & < PKR 100 = 05 pts
			(Attach audited accounts of last 3 years and tax returns)
	Donor Funding & Financial Compliance	10	≥ 25 completed or ongoing projects = 10 pts ≥ 05 & < 10 = 05 pts (Provide project summaries and references record)
C. Strategic Vision & Implementation – 20 Points	Improvement Plans for Assigned Schools	20	Presentation and written plan demonstrating vision, sustainability model, school improvement and community engagement strategy and financial commitments

Minimum Eligibility Requirements (Non-Scoring)

- i. Valid registration with SECP, Social Welfare Department, or EAD (for international NGOs).
- ii. Less than 5 years of experience in education and/or social sector development.
- iii. Audited financial statements for last three years, along with corresponding Income tax statements.
- iv. Not blacklisted by any government or donor body or involvement in unresolved legal disputes. Submission of signed Affidavit of legal compliance with all relevant declarations Compliance (Rs. 300 stamp paper)

Note: In case of a tie, preference shall be given based on financial worth followed by years of relevant experience.




Submission Requirements Checklist

Category	Required Documents/Details	Verification / Notes
Financial Credentials	Audited Financial Statements for three FY (as provided above in Scoring) and Income Tax statements	Certified by registered auditor, with seal, signature and contact information for audited statements
	Net Worth & Turnover Certificates	Must meet thresholds defined above
	Proof of Pre-Financing Capacity	For initial operations till receiving funds from PEF Bank statement along with clearly defined statement from Head of the organization for allocation of funds to establish and operate schools.
Legal Registration	SECP/Societies/Trust Registration	Valid & attested
	NTN Certificate & Tax Returns	Mandatory
	Affidavit of Compliance	Original on Rs. 300 stamp paper
Organizational Experience	List of managed institutions/project or EdTech clients	Include addresses, enrollment, and references
	Management Period	As mentioned above
Technical Proposal	Phase-wise Implementation Plan	0-2 Months (infrastructure development & recruitment. Must include deliverables, milestones & timelines.
	STEAM & AI Roadmap	0-2 months Establishment and operation Roadmap (Lab Set up plan, AI curriculum design, Use of EdTech)
	Faculty Development Strategy	Teachers Hiring plan, training & retention framework
Submission Mode	Hard & soft copies (USB)	Label: "EOI – NSSE" Improperly labeled or incomplete submissions will not be entertained.




Timeline & Contacts details:

 EOI Submission Deadline	05 December, 2025
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📞 For Queries & Submission:

Director (Admin), PEF

 042-99232791 | Helpline: 042 111-003-004

 Address: Punjab Education Foundation, 52-L, Gulberg-II, Near Kalma Chowk, Lahore.

Note: PEF reserves the right to amend, relax, or cancel any eligibility condition or allocation, single or complete at any stage based on ground realities and priorities of education in the concerned district or tehsil.

Final Word to Applicants:

" This initiative represents not merely a contractual arrangement but a shared mission to redefine the future of education in Punjab. The Nawaz Sharif Schools of Eminence seek partners committed to excellence, innovation, and social impact. Your proposal must reflect capability, credibility, and a genuine dedication to empowering communities through education."

PEF's Promise: Transparency, Partnership & Transformation.
