



GOVERNMENT OF SINDH SCHOOL EDUCATION & LITERACY DEPARTMENT

ADDENDUM NO. I

FEASIBILITY STUDY, IMPACT ASSESSMENT AND TRANSACTION ADVISORY SERVICES FOR THE EDUCATION MANAGEMENT REFORM PROJECT IN SINDH UNDER PUBLIC-PRIVATE PARTNERSHIP MODE

Reference: Invitation for Bids bearing reference number SELD-PPPN/PROC-FIAS/2024-25 issued by the School Education & Literacy Department, Government of Sindh ('**Procuring Agency**') inviting Interested Parties to participate in the Bidding Procedure and submit their Bids for the Assignment in accordance with the requirements of RFP, including the SPP Rules (**SPPRA EPADS Tender No. EPADS-S-250572298**).

Capitalized terms used herein and not otherwise defined shall have the meaning given to them in the RFP.

Pursuant to the written requests from Interested Parties for clarification of the RFP, the Procuring Agency shall issue: (i) an addendum to the RFP ('**Addendum Document No. I**'), and (ii) responses to Interested Parties' queries ('**Response Document No. I**'), each accessible with effect from June 19, 2025, *via* the websites of the Procuring Agency, SPPRA EPADS, and PPP Unit.

Additionally, the Procuring Agency, pursuant to the Interested Parties written requests to extend the Bid Submission Deadline, after due consideration, has extended the schedule for submission and opening of Bids as under:

Bid Submission Deadline

July 10, 2025, at 12:00 hours (PST)

Opening of Technical Proposals

July 10, 2025, at 13:00 hours (PST)

All other terms and conditions set out in the RFP, except those mentioned in the Addendum Document No. I, shall remain the same.

**Senior Director, Public-Private Partnership Node
School Education & Literacy Department, Government of Sindh**

Address: Public-Private Partnership Node, School Education & Literacy Department, 5th Floor, PNSC Building, Maulvi Tamizuddin Khan Road, Lalazar Karachi.

Phone: +92 21 99222194 ; +92 333 0209222 ; +92 301 3881499 **Email:** ppp.fsta@gmail.com ; seld.pppn@gmail.com

Website: Agency - <https://www.sindheducation.gov.pk/>; **SPPRA EPADS** - <https://portalsindh.eprocure.gov.pk/#>; **PPP Unit** - <https://www.pppunitsindh.gov.pk/>

KARACHI

Chandio: Textbooks should be acceptable to students of all faiths

Scholar and activist Jami Chandio

RESULTS REVEALED

96.86

was the passing percentage in the MBBS first professional exam, announced at the University of Karachi on Wednesday.

MQM-P remembers martyrs of '92

KARACHI: The Muttahida Qaumi Movement Pakistan (MQM-P) leader Dr. Khalid Mahmood Siddiqui in a message on Wednesday paid tribute to the martyrs of 1992. He said that the MQM-P is still shining brightly with its splendour. He added that 33 years ago on June 19, 1992, the establishment launched a surprise attack on MQM, killing dozens of workers and imprisoning hundreds.

Power outage disrupts water supply

KARACHI: A major power breakdown at the Dhabeli Pumping Station has critically disrupted water supply to Karachi. According to the Karachi Water and Sewerage Corporation (KWSC), the outage caused by a fault in K-Electric's system began at 11:30pm on Tuesday and has persisted for over 19 hours. As a result, the 100 MGD (million gallons per day) pump house at Dhabeli - responsible for supplying 100 million gallons of water daily to the city - has been completely shut down. The KWSC spokesperson stated that K-Electric has not yet resolved the fault, and even the standby power cables at the station have failed, eliminating the possibility of a backup supply.

Fire ravages Millennium Mall

Shopkeepers fault 'delayed response' from civic agencies

OUR CORRESPONDENT

KARACHI: A major fire that broke out early Wednesday at Millennium Mall on Rashid Minhas Road in Karachi was brought under control after more than four hours, officials said.

A catastrophic fire ripped through the iconic Millennium Mall near Jauhar Morr on Rashid Minhas Road in the early hours of Wednesday, destroying at least 250 shops and reducing merchandise worth billions of rupees to ashes. The blaze reportedly erupted around 3.30am on

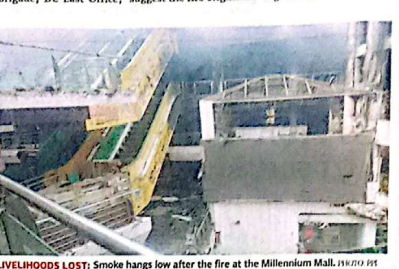
the rooftop of the mall, where generators and fire quickly spreading to the third and fourth floors. Shops dealing in ready-made garments, uncut fabric, furniture, electronics, and other valuables were destroyed. As news of the blaze spread, shopkeepers and staff rushed to the scene in panic. Eyewitnesses reported that several persons, including women, risked their lives by entering the burning building in a desperate attempt to salvage cash and goods.

Initially, four fire tenders were sent to the site, but as the flames intensified, more resource were deployed, bringing the total to 10 fire tenders, two smoke trucks, and several water bowsers. However, fire-fighters faced significant hurdles due to water supply delays from the Karachi Water and Sewerage Corporation (KWSC), severely hampering early containment efforts. As per reports that fire-fighters spent nearly 30 minutes assessing the situation before a snorkel from the Karachi Metropolitan

Corporation (PMC) arrived, allowing proper firefighting operations to begin. Thick plumes of smoke and towering flames triggered panic in nearby residential areas, particularly in D Block of Salma Shopping Mall, where residents, including women, children, and the elderly, were forced to evacuate. Rescue 112 spokesperson Hassan stated that the blaze broke out at 3.30am, with rescue teams receiving an hour later. Six ambulances, along with teams from the Fire Brigade, DC East Office,

K-Electric, and SSGC, were mobilised. Security guards inside the mall were evacuated, but many of them were rushed in despite warnings, attempting to save their belongings. Several shopkeepers broke down in tears, lamenting that their lifelong savings had gone up in flames. Many were asleep when the fire started and only learned of the disaster later, arriving at the scene to find their businesses destroyed. According to the chief fire officer, investigations suggest the fire originated

in the third-floor control room, likely due to electrical faults and malfunctioning chiller. The absence of a functional firefighting system in the mall allowed the flames to spread unchecked in the critical early stages. Shopkeepers and residents slammed the "delayed response" from civic agencies, particularly the water shortage that hindered firefighting. Many questioned why the mall's fire safety systems were not operational. It was the third fire incident at a commercial building in a week.



LIVELIHOODS LOST: Smoke hangs low after the fire at the Millennium Mall. 19/06/25

Sindh reports first Congo virus death of 2025

KARACHI

Sindh has reported its first death from Congo virus this year, following the passing of a 42-year-old man in Karachi. The patient, a resident of District Malir, was admitted to Indus Hospital in Korangi on June 16 after testing positive for the virus. He succumbed to the illness during the night.

According to a provincial health department official, the patient had no recent travel history, suggesting local transmission of the virus. Congo virus is a severe viral disease transmitted primarily through tick bites or contact with the blood and tissues of infected animals, particularly during and immediately

after slaughter. The World Health Organization (WHO) reports a case fatality rate of 10-40 per cent, with no vaccine currently available. In April, the National Institute of Health (NIH) issued an advisory urging preventive measures ahead of Eidul Azha, when the movement of sacrificial animals increases.

GOVERNMENT OF SINDH
SCHOOL EDUCATION & LITERACY DEPARTMENT

CORRIGENDUM NO.1

FEASIBILITY STUDY, IMPACT ASSESSMENT AND TRANSACTION ADVISORY SERVICES FOR THE EDUCATION MANAGEMENT REFORM PROJECT IN SINDH UNDER PUBLIC-PRIVATE PARTNERSHIP MODE

Reference: Invitation for Bids bearing reference number: SLD-PFP/PROC-FAC/2024-25 issued by School Education & Literacy Department, Government of Sindh (Procurement Agency) inviting Interested Parties to participate in the Tender Procedure and submit their Bids for the Project in accordance with the requirements of RFP, including Application Evaluation Documents (SPHA, EADS, Tender No. EAD-25-25057208).

Capitalized terms used herein and not otherwise defined shall have the meaning given to them in the RFP.

Pursuant to the written requests from Interested Parties for clarification of the RFP, the Agency shall issue: (i) an addendum to the RFP (Addendum No. 1 to the RFP) and (ii) responses to Interested Parties' queries (Response Document No. 1) each to be issued with effect from June 18, 2025, via the website of the Agency: SPHA, EADS, and PFP Unit.

Additionally, the Procuring Agency, pursuant to the Interested Parties' written requests to extend the Bid Submission Deadline, after due consideration, has extended the deadline for submission and opening of Bids as under:

Bid Submission Deadline July 10, 2025, at 12:00 hours (PST)

Opening of Technical Proposals July 10, 2025, at 13:00 hours (PST)

All the other terms and conditions set out in the RFP shall remain the same.

Senior Director, Public-Private Partnership Node
School Education & Literacy Department, Government of Sindh

Address: R-Block, Phase II, PAF, Sindh Education & Literacy Department, Sindh Secretariat, Saddar Town, Karachi-74200.
Phone: 992 4122222, 992 4122222, 992 4122222 (Email: sps@spg.gov.pk, sps@spg.gov.pk, sps@spg.gov.pk)
Website: spg.gov.pk, spg.gov.pk, spg.gov.pk

WORK FOR SINDH **INF/KRY/2024/25**

KCBCL Karakoram Cooperative Bank Limited
(Administration Department)

TENDER NOTICE

(SINGLE STAGE TWO ENVELOPE)

SUPPLY, INSTALLATION AND COMMISSIONING OF CASH COUNTING MACHINES AT KCBCL HEAD OFFICE GILGIT

The KCBCL invites sealed bids Technical and Financial under 'Single Stage Two Envelope Procedure' from reputable and authorized firms registered with income tax authorities for the supply, installation, commissioning and testing of cash counting machines located at KCBCL Head Office, District Gilgit.

S#	Description	Estimated Cost	Earliest Money	Cost of NIT	Starting Date of Scale of NIT	Last Date of Tender Receiving by Registered Post/Courier	Date of Opening Technical Bid	Completion Period
1.	Supply, Installation, Testing and Commissioning of Cash Counting Machine Glory USF300 Pocket Size 3+1 made in Japan	10,739 Millions	0.214796 Millions	5000	19/06/2025	04/07/25 11:30 AM	04/07/25 12:00 PM	01 Months
2.	Supply, Installation, Testing and Commissioning of Cash Counting Machine Hitachi H210 Pocket Size 2+1 made in Korea							

- Bid documents are immediately available after this publication and may be obtained on payment of 5000/- (Non-Refundable) against which receipt on working day (Monday to Friday) between 09:00 AM to 05:00 PM on or before 04/07/2025.
- The Bid Security of 2.14796% of the cost of bid must be submitted with Bid in the form of Cash in the name of Senior Manager Administration of KCBCL. No tender will be accepted without bid security and each tender will be rejected outrightly.
- Inadmissible Bids/Invalid Bids bearing cutting/over writing/alteration/ tampering will not be considered.
- Bids must be delivered to the address below on or before 04/07/2025 at 11:30 AM.
- Bidding will be held on 04/07/2025 at 12:00 PM.
- Prices must be quoted inclusive of all taxes.
- Blacklisted firms/companies/vendors/contractors/bidders are prohibited for participation. All bidders will furnish an affidavit/certificate that they are neither blacklisted nor in conflict with Government anywhere in territory of the state/bank of Pakistan.
- Valid NTN/STP Registration Certificates required with the bid.
- The committee reserves right to accept or reject any or all the bids as per PPRA Rules.
- This advertisement is uploaded on both websites of KCBCL and newspapers.
- Bank will not be responsible for any loss incurred by submission of documents.
- Address for submission/issue of opening of Tender Documents are as under:

Senior Manager Administration
The Karakoram Cooperative Bank Ltd.
Head office Jilal, Gilgit.
Phone: 05811-457523

OFFICE OF THE MEDICAL SUPERINTENDENT
SINDH GOVERNMENT LYARI GENERAL HOSPITAL, KARACHI
NO. LGHR (KHI)/2951/56 Date: 22-05-2025

To: Mr. Vishal Sanitary Worker, I.G.J.E.K. Flat # 608 Sd/ Pride Dawood Pota Road Saddar Town, Karachi.

SUBJECT: FINAL SHOW CAUSE NOTICE

WHEREAS, you (Mr. Vishal Sanitary Worker) (SPS-01) was served a Show Cause Notice under rule 4-A read with the sub-rule (3) of rule 5 of the Sindh Civil Services (EAD) rules 1973 vide this Hospital memo No. 125/30 dated 13/01/2025 (copy enclosed).

Your reply of Show Cause Notice received in this office on 14/01/2025 which has been found on satisfactory. Whereas, you were given opportunity to be heard on 01 month but it is noted that you are still irregularly present & remained frequently absent from duty as follows:

During the Month of February 2025 17 Days
During the Month of April 2025 24 Days
During the Month of May 2025 17 Days

Now THEREFORE, I, Medical Superintendent Sindh Government Lyari General Hospital, Karachi as an "Authorized officer Competent Authority" am satisfied that the charges of misconduct against you have been proved as mentioned in above quoted Show Cause Notice.

AND WHEREAS, after considering the case, it is proposed to impose upon you any or all penalties as prescribed under rule 61 of the Civil Services (EAD) rules 1973 in exercise of the powers under rule 4(b) of rule 5 of the said rule 1, Medical Superintendent, Sindh Government Lyari General Hospital, Karachi "Authorized officer Competent Authority" call upon you (Mr. Vishal) the final Show Cause notice as to why any or all penalties should not be imposed upon you under the said Rules.

Your reply should reach the undersigned within 07 days of the receipt of this notice, failing which it shall be presumed that you have nothing to say in your defence and an ex-parte decision shall be taken in per rule, which may lead to your removal/dismissal from service. Please also state whether you would like to be heard in person or otherwise.

SD/ MEDICAL SUPERINTENDENT SINDH GOVT. LYARI GEN. HOSPITAL KARACHI

WORK FOR SINDH **INF/KRY/2024/25**

Government of Sindh
Sindh Peoples Housing for Flood Affectees (SPHF)

ADDENDUM TO REQUEST FOR PROPOSAL

- Employer: Sindh Peoples Housing for Flood Affectees (SPHF)
Project: Sindh Flood Emergency Housing Reconstruction Project
Contract Title: Management Information System (MIS) for WASH (Water, Sanitation & Hygiene) and Village/Settlement Improvement
Country: Islamic Republic of Pakistan
Credit No: IDA-72536
RFP No: PK-SPHFEC-488240-GO-RFP

- This refers to the advertisement for procurement of Management Information System (MIS) for WASH (Water, Sanitation & Hygiene) and Village/Settlement Improvement published in various newspapers on 13th June 2025.
- Following amendments are made in the Request for Proposal Document:
 - The Rated Criteria (including technical and non-price factors) 70% and for Bid cost: 30% is hereby replaced with 60% and for Bid cost: 40%.
 - The date of submitting the Request for Proposal is hereby extended from 08th July 2025 to 11th July 2025.
 - Instead of 2% of the proposal price, a Proposal Security of PKR 05 million only is required.
- All other conditions mentioned in the original RFP will remain unchanged.

Sd/ (KHALID MUHAMMAD SHAIKH)
Chief Executive Officer - SPHF
Bungalow # 20, Block 7/8, Modern Cooperative Housing Society, Tipu Sultan Road, Karachi.

OFFICE OF THE DISTRICT HEALTH OFFICER, DADU

Ph: 025 9290066-87, Fax: 025 9290089, (E-mail: dhodaduj@gmail.com)
NO. DHOD (E-1/EH)/13255/60 Date: 02-06-2025

To: Mr. Ali Asghar Jamali
Pump Driver, At District Health Office Dadu

SUBJECT: FINAL SHOW CAUSE NOTICE

- In exercise of the power conferred by rule 4-A read with the sub-rule (3) of rule 5 of the Sindh Civil Services (EAD) Rules 1973, District Health Officer Dadu as an Authorized Officer
- is of the opinion that in view of the allegations of misconduct as per details given below there are sufficient grounds that disciplinary action be taken against you under the said rules and
 - Have decided that it is not necessary to have an enquiry conducted through an Enquiry Officer or an Enquiry Committee as provided by rule 4-A of the said rules, i.e. require penalty "Removal from Service" you are accordingly called upon to show Cause Notice as to why proposed action should not be taken against you.
 - Your explanation should reach to the undersigned within fourteen (14) days from the date of receipt of this Notice failing which in person and hearing of the office of the District Health Officer Dadu.
 - The allegations of your alleged misconduct are as under:
 - "Reported by Incharge Eng. Digambari Kumbhar dated 12/05/2024 that you are absent from Government duties since March 2023 to 06/06/2024 and 11/06/2024 to till date. This office issued to you 3 legal notices and call for personal hearing but you are failed to submit the reply and attend office of the undersigned in connection for personal hearing. However, the documentary evidence are available for record. You did not submit the reply of Final Show Cause Notice issued by this office NO. 1419/24-11/06/24 dated 18/06/24 dated 18/06/24.
- This act testament to misconduct on your part under EAD Rule 1973.

WORK FOR SINDH **INF/KRY/2024/25**

Sd/ **DISTRICT HEALTH OFFICER DADU**

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هي جو هڪ اشارو (آر ايمپ) هي جو

(PST)

3W

1997 KRY NO. 1996/202
 آلت سلف
 تيسر القين خان رو، لالو ميا
 1997 KRY NO. 1996/202
 1997 KRY NO. 1996/202

کابینہ ریجنل ڈیزین و کاربن معاملی تان جھنڈا | اجازتی

اسلام آباد: وزیر تعلیم و محنت سروس و پوزیشن اور اسٹاف استعمال
کے تحت ریجنل ڈیزین و کاربن معاملی تان جھنڈا کی اجازت دینے کے
مقررہ اصولوں کے تحت ریجنل ڈیزین و کاربن معاملی تان جھنڈا کی
اجازت دینے کے لئے ریجنل ڈیزین و کاربن معاملی تان جھنڈا کی
اجازت دینے کے لئے ریجنل ڈیزین و کاربن معاملی تان جھنڈا کی
اجازت دینے کے لئے ریجنل ڈیزین و کاربن معاملی تان جھنڈا کی

[illegible][illegible]

فاتحون اور لاکھ لاکھ دیکھنے والے

ہیلتھ سیکرٹس

ہیلتھ سیکرٹس ایک ایسی جگہ ہے جہاں آپ اپنے جسم کی ساری باتیں سیکھ سکتے ہیں۔ یہاں آپ کو سیکھنا چاہیے کہ آپ کی زندگی میں کیا تبدیلیاں لانی چاہئیں۔

ہیلتھ سیکرٹس ایک ایسی جگہ ہے جہاں آپ اپنے جسم کی ساری باتیں سیکھ سکتے ہیں۔ یہاں آپ کو سیکھنا چاہیے کہ آپ کی زندگی میں کیا تبدیلیاں لانی چاہئیں۔

ہیلتھ سیکرٹس ایک ایسی جگہ ہے جہاں آپ اپنے جسم کی ساری باتیں سیکھ سکتے ہیں۔ یہاں آپ کو سیکھنا چاہیے کہ آپ کی زندگی میں کیا تبدیلیاں لانی چاہئیں۔



Homeopathic Medicine



Young & Free

0301-239066

وفاقی حکومت
پاکستان

ARMY WELFARE SUGAR MILLS BADIN

AUCTION - CROP AUCTIONED SPARE

ON DAY AND NIGHT

Army Welfare Sugar Mills Badin is inviting quotations in sealed envelopes for sale of sugar-crop stored spare lying in AWMS premises on day and where basis.

Sl. No.	Particulars	Date / Time
1.	Inspection of storage and submittal of sealed quotations	28 Jun 2025
2.	Opening Of quotations	30 Jun 2025
3.	Submission of sealed quotations	30 Jun 2025

Participants to deposit 2% of total quotation cost at security money (refundable).

Successful purchaser is required to deposit 33% of total amount on completion of purchase proceeding, remaining 35% amount will be deposited within 72 hours.

AWMS Management in full authority to accept or reject any or all quotations. Contact: DGAM (AWP) @ 0301-2244841 & 0297 461370

پبلک نیٹ

4009 : گزٹ نمبر

جائی: جمروت

موبائل نیٹ: 43401-0304653

4009 : گزٹ نمبر



Mobilink Bank

موبائل نیٹ: 43401-0304653

4009 : گزٹ نمبر

جائی: جمروت

4009 : گزٹ نمبر

موبائل نیٹ: 43401-0304653

4009 : گزٹ نمبر

جائی: جمروت

4009 : گزٹ نمبر

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**GOVERNMENT OF SINDH
PUBLIC PRIVATE PARTNERSHIP (PPP) NODE
SCHOOL EDUCATION & LITERACY DEPARTMENT**

**FEASIBILITY STUDY, IMPACT ASSESSMENT & TRANSACTION ADVISORY SERVICES
FOR EDUCATION MANAGEMENT REFORM PROJECT IN SINDH
UNDER PUBLIC PRIVATE PARTNERSHIP MODE**

ADDENDUM DOCUMENT NO. I

19th June 2025

Address: PPP Node, SE&LD, 5th Floor, PNSC Building, M.T Khan Road, Lalazar, Karachi.

Website: <https://www.sindheducation.gov.pk/>; <https://pppunitsindh.gov.pk/>

E-mail: ppp.fsta@gmail.com ; seld.pppn@gmail.com

Telephone: +92-21-99222193; +92-333-0209222; +92-301-3881499

IMPORTANT NOTICE

The addendum to the RFP Document dated 19th June 2025 (**Addendum Document No. I**) is in furtherance of the Bidding Process relating to the feasibility study, impact assessment and transaction advisory services for the education management reform project in Sindh under Public-Private Partnership mode (**Assignment**), being conducted pursuant to the Request for Proposal document dated 04th May 2025 (**RFP Document**) floated by Public Private Partnership (PPP) Node, School Education & Literacy Department, Government of Sindh (**Procuring Agency**) following the Sindh Public Procurement Rules, 2010 (**SPP Rules**).

In case of ambiguity, discrepancy, inconsistency, and/ or contradiction between this **Addendum Document No. I** and the responses to prospective bidders' queries document dated 19th June 2025 (**Response Document No. I**), this **Addendum Document No. I** shall prevail.

*Unless expressly specified otherwise, all **capitalized terms** used herein shall bear the meaning ascribed thereto under the RFP Document.*

This **Addendum Document No. I** is being circulated by the Procuring Agency, subsequent to the consultant selection committee's approval, in pursuance of the Instructions to Consultants (ITC) Clause 10 of the RFP Document. Neither any of these entities nor their employees, personnel, consultants, advisors, or agents make any representation (expressed or implied) or warranties as to the accuracy or completeness of the information contained herein or in any other document made available to a person in connection with the Bidding Process for the Assignment, and the same shall have no liability for this RFP Document or any other written or oral communication transmitted to the recipient in the course of the recipient's evaluation of the Proposals or Bids. Neither any of these entities nor their employees, personnel, agents, consultants, advisors, contractors, etc., will be liable to reimburse or compensate the recipient for any costs, fees, damages, or expenses incurred by the recipient in evaluating or acting upon the RFP Document or otherwise in connection with the Assignment as contemplated herein.

The Bids/ Proposals submitted in response to the **RFP Document** by any of the Bidders shall be upon the full understanding and agreement of any and all terms of the RFP Document, the **Addendum Document No. I**, and the **Response Document No. I** (the **RFP Documents**) and such submission shall be deemed an acceptance to all the terms and conditions stated in the RFP Documents. Any Bid submitted by a Bidder in response to the **RFP Documents** shall be construed based on the understanding that the Bidder has done a complete and careful examination of the RFP Documents and has independently verified all the information received (whether written or verbal) from the Procuring Agency (including from its employees, personnel, agents, Consultants, advisors and contractors, etc.).

Any Bid in response to the RFP Documents submitted by a Bidder shall be construed based on the understanding that the Bidder acknowledges that prior to the submission of the Bid, the Bidder has, after a complete and careful examination, made an independent evaluation of the **RFP Documents**, scope and requirements of the Assignment, the applicable standards, the Project site and all information provided by the Procuring Agency or obtained, procured or gathered otherwise, and has determined to its satisfaction the accuracy or otherwise thereof and the nature and extent of difficulties, risks, and hazards as are likely to arise or may be faced by it in the course of performance of its obligations under the instant Assignment's scope. The Procuring Agency (including its employees, personnel, agents, consultants, advisors, contractors, etc.) makes no representation whatsoever, express, implicit, or otherwise, regarding the accuracy, adequacy, correctness, reliability, and/ or completeness of any assessment, assumptions, statement or information provided by it and the Bidders shall have no claim whatsoever against the Procuring Agency in this regard.

The RFP Documents do not constitute a solicitation for transaction advisory or otherwise participation in the Assignment, nor shall it constitute a guarantee or commitment in any manner on the part of the Procuring Agency that the Assignment's Contract will be awarded. The Procuring Agency reserves its right, in its full discretion, to further modify the RFP Documents and/ or the Assignment at any time to the fullest extent permitted by law, and shall not be liable to reimburse or compensate the recipient for any costs, taxes, expenses or damages incurred by the recipient in such an event.

ADDENDUM DOCUMENT NO. I

The School Education & Literacy Department, Government of Sindh (**‘Procuring Agency’**) hereby issues this addendum to the RFP Document dated 19th June 2025 (**‘Addendum Document No. I’**) to set out changes and amendments to the RFP Document dated 04th May 2025 circulated in respect of the Bidding Process relating to the feasibility study, impact assessment and transaction advisory services for the education management reform project in Sindh under public-private partnership mode (**‘Assignment’**), and such changes, amendments, and additions shall stand incorporated in the RFP Document. Notwithstanding anything to the contrary, all relevant provisions of the RFP Document shall stand amended to the extent required to give effect to the matters set out in this Addendum Document No. I. Except as otherwise expressly set out in this Addendum Document No. I, all other provisions of the RFP Document shall remain unchanged.

The following amendments shall stand incorporated in the RFP Document:

SECTION I – LETTER OF INVITATION

RFP Reference	Original	Amended
Para 3	To avoid any potential conflict of interest, the existing EMO partner organizations, Independent Expert organizations and Independent Auditor organizations including their subsidiaries, associates and sister concerns are not allowed to participate in the assignment, either individually or as part of a consortium. In case any of these organization participates as lead or consortium partner; the proposal shall be rejected without further evaluation. In addition, if any bidder submits the CV of a Key Professional who is currently associated with, or has actively remained engaged with, the EMO project through any of the aforementioned organizations within the last two (2) years, such a professional shall be considered ineligible for this assignment. However, a professional who has not been associated with the EMO program in any	<p>The Procuring Agency hereby establishes the following ineligibility and conflict of interest restrictions for this assignment:</p> <p>The following entities and individuals shall be considered ineligible to participate, directly or indirectly, in the procurement process under this assignment:</p> <p>a) Any organization currently engaged, or previously engaged, in the Education Management Organization (EMO) reform initiative as an EMO Operator, Independent Expert, or Independent Auditor under contracts awarded by the School Education and Literacy Department of the Government of Sindh;</p>

	capacity through these organizations for a continuous period exceeding years two (2) years shall be deemed eligible for inclusion in the team. In case of non-compliance, the bidder shall be required to replace the concerned professional with another of equivalent or superior academic qualifications and relevant professional experience, prior to the signing of the contract.	<p>b) Any subsidiary, affiliate, associate, or sister concern of such organizations, whether legally distinct or part of the same corporate group;</p> <p>c) Any individual who is currently employed by, or has been engaged in any capacity by any of the aforementioned organizations or their affiliates, and has actively participated or employed (by any of these organizations including the procuring agency) in the EMO initiative within the past two (02) years from the date of issuance of this solicitation;</p>
Para 6	The prospective Bidders may seek further information by obtaining the bidding document (the 'RFP Document') free of cost with effect from 7 TH May, 2025 either: (a) physically, by submitting a written application during office hours at the address given below; or (b) electronically, by downloading it from the websites of SPPRA EPADS www.portalsindh.eprocure.gov.pk or PPP Unit, Finance Department www.pppunitsindh.gov.pk or on School Education and Literacy Department https://www.sindheducation.gov.pk/ or by sending a request via email addressed to the Procuring Agency at pppn@seld-pppn.gos.pk .	The prospective Bidders may seek further information by obtaining the bidding document (the 'RFP Document') free of cost with effect from 7 TH May, 2025 either: (a) physically, by submitting a written application during office hours at the address given below; or (b) electronically, by downloading it from the websites of SPPRA EPADS www.portalsindh.eprocure.gov.pk or PPP Unit, Finance Department www.pppunitsindh.gov.pk or on the School Education and Literacy Department (SE&LD) https://www.sindheducation.gov.pk/ or by sending a request via email addressed to the Procuring Agency at ppp.fsta@gmail.com ; or seld.pppn@gmail.com .
Para 7	The Bid, Technical and Financial Proposals sealed separately, containing all the requisite documents must be submitted online through EPADS with the Assignment's title 'Feasibility Study, Impact assessment & Transaction Advisory Services for the Education Management Reform Project in Sindh under PPP mode' on or before 20 th June 2025 at 12:00 Hrs. (PST) (the 'Submission	The Bid, Technical and Financial Proposals sealed separately, containing all the requisite documents must be submitted online through EPADS with the Assignment's title 'Feasibility Study, Impact assessment & Transaction Advisory Services for the Education Management Reform Project in Sindh under PPP mode' on or before 10 th July 2025 at 12:00 Hrs. (PST) (the 'Submission

	<p>Deadline’). The Bids (Technical Proposals only) will be opened publicly in the presence of the Bidders or their representatives, who may wish to attend, on the Submission Deadline at 13:00 Hrs. (PST) at the office address mentioned below. However, in case of a public holiday announced by the Government or due to any unavoidable circumstances on the Submission Deadline, the Bids shall be received and opened on the next working day (the ‘Business Day’) at the same time and venue.</p>	<p>Deadline’). The Bids (Technical Proposals only) will be opened publicly in the presence of the Bidders or their representatives, who may wish to attend, on the Submission Deadline at 13:00 Hrs. (PST) at the office address mentioned below. However, in case of a public holiday announced by the Government or due to any unavoidable circumstances on the Submission Deadline, the Bids shall be received and opened on the next working day (the ‘Business Day’) at the same time and venue.</p>
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SECTION II – INSTRUCTIONS TO CONSULTANTS

BID DATA SHEET

RFP Reference	Original	Amended
ITC 13.1	Intended Completion Date: 4 years from date of Signing (milestone based)	Intended Completion Date: 2 years from date of Signing (milestone based)
Bid Security Published NIT	The Bid Security shall be not less than (5%) of the Bid Price quoted by a Bidder. <i>Please note in the published NIT, the Bid Security was quoted as “PKR 5,490,240/-(Pakistani Rupees Five Million Four Hundred Ninety Thousand Two Hundred and Forty only”</i>	The Bid Security shall be not less than (5%) of the Bid Price quoted by a Bidder.
Contents of Bidding Documents	<p>Telephone: +92-21-99222193 +92-333-0209222; +92-301-3881499</p> <p>Website: https://seld-pppn.gos.pk</p> <p>E-mail: pppn@seld-pppn.gos.pk</p> <p>Deadline for Clarification Requests: All requests for clarification of Bidding Document shall be received by the Procuring Agency no later than five (5) Days prior to the Bid Submission Deadline.</p> <p>Note: The Procuring Agency will issue clarifications (the ‘Response Document’) against the prospective Bidders’ queries, if any received within the time specified herein-above. The Response Document(s) will be posted on the Procuring Agency’s website and the same will be</p>	<p>Telephone: +92-21-99222193 +92-333-0209222; +92-301-3881499</p> <p>Website: https://www.sindheducation.gov.pk/</p> <p>Email: ppp.fsta@gmail.com; & seld.pppn@gmail.com</p> <p>The prospective Bidders are required to regularly access the websites to ensure seeking such updates relating to the Assignment; or alternatively, the prospective Bidders may confirm their intention to bid by sending e-mail containing the subject Expression to Bid for Feasibility Study, Impact assessment and Transaction Advisory Services of Education Management Reform Project under PPP mode</p>

	<p>communicated to the prospective Bidders who obtained the RFP Document from the Procuring Agency.</p> <p>The prospective Bidders are required to regularly access the websites to ensure seeking such updates relating to the Assignment; or alternatively, the prospective Bidders may confirm their intention to bid by sending e-mail containing the subject Expression to Bid for Feasibility Study, Impact assessment and Transaction Advisory Services of Education Management Reform Project under PPP mode addressed at pppn@seld-pppn.gos.pk for receiving timely updates, if any issued by the Procuring Agency</p> <p>The Procuring Agency may, at its discretion, extend the deadline for the submission of Bids by amending the Bidding Document in accordance with ITC Clause 9, in which case all rights and obligations of Procuring Agency and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.</p>	addressed at seld.pppn@gmail.com for receiving timely updates, if any issued by the Procuring Agency
<p>Web Pages for Bidding Process Information</p> <p>ITC 1.1 and 16.1</p>	<p>SPPRA EPADS: https://portalsindh.eprocure.gov.pk/</p> <p>Procuring Agency: pppn@seld-pppn.gos.pk</p>	<p>SPPRA EPADS: https://portalsindh.eprocure.gov.pk/</p> <p>Procuring Agency: https://www.sindheducation.gov.pk/</p>
<p>Bid Data Sheet</p> <p>ITC 10.5</p>	Successful Consultant, whose bid found and declared by the Procuring Agency as the Most Advantageous Bid, upon receiving the Letter of Award shall require to furnish the performance security equivalent to 5% of the	Successful Consultant, whose bid found and declared by the Procuring Agency as the Most Advantageous Bid, upon receiving the Letter of Award shall require to furnish the performance security equivalent to 2% of the

	contract amount in the shape of Bank Guarantee, valid for a period of twenty-eight (28) days beyond the specified Contract duration, issued by a scheduled bank in Pakistan in favor of 'Secretary School Education and Literacy Department.	contract amount in the shape of Bank Guarantee, valid for a period of twenty-eight (28) days beyond the specified Contract duration, issued by a scheduled bank in Pakistan in favor of 'Secretary School Education and Literacy Department'.
Opening of Technical Proposals	For Bid Opening, the Procuring Agency's address is: Address Office of PPP Node, 5th Floor, PNSC building, M.T. Khan Road, Lalazar, Karachi. Date 20 th June, 2025. @ 13:00 Hours	For Bid Opening, the Procuring Agency's address is: Address Office of PPP Node, 5th Floor, PNSC building, M.T. Khan Road, Lalazar, Karachi. Date 10 th July, 2025. @ 13:00 Hours

Technical Evaluation Criteria (ITC 18.1)					Max Points	
Sr.	Sub-Criteria and Points					
2.	Key Professional Staff (Max Points = 8) <i>Note: The proposed staff (Financial, Technical, and Legal) must qualify (eligibility) the following requirements for attaining the points as mentioned under this section (refer to the table showing weightage points allocated to the each staff based on qualification and relevant experience):</i> <i>i. S/he must not be more than 65 years of age, as on the date of bids submission deadline; and</i> <i>ii. S/he must have valid registration with the professional bodies i.e. PEC, ICAP, and PCATP and/ or as applicable under the relevant laws or general by-laws of the respective country (the proposed staff registration number with respective regulatory bodies, where applicable, be mentioned in the CV);</i> <i>iii. S/he must attain the minimum points or meet the minimum qualification criteria mentioned in the score table.</i>	2.1	Financial Team:		02	
			i.	Financial Team Leader		1.0 points
			ii.	PPP Specialist	1.0 points	
		2.2	Technical Team (Education Research Team):			04
			i.	Senior Researcher/Team Leader	2.0 points	
	ii.	Education Specialist	1.0 points			
	iii.	School Infrastructure Technical Assessment Engineer ¹	1.0 points			
	2.3	Legal Team:		02		
		i.	Legal Team Leader		1.0 points	
		ii.	Procurement Specialist		1.0 points	
Total Points (Key Professional Staff)					08	

¹ Designation also to be entered in Appendices under Technical Team 10.2 under sub clause 10.2.3

Key Professional Staff (Points Weightage Assigned to Each Individual based on Qualification and Experience)					
Sr.	Key Professional Staff	Maximum Weightage (Qualification 25% and Relevant Experience 75%)			
1.	Financial Team	Qualification	Weight	Relevant Experience	Weight
1.1	Financial Team Leader	CA/ CFA/ ICMA/ ACCA/ MBA- Finance	25%	≥ 10 years’ experience of infrastructure and or social sector Projects including 5 years minimum experience in PPP transaction advisory services	75%
		Bachelors in Finance/ Accounting/ Business Administration	15%	≥ 07 years and < 10 years	60%
				≥ 05 years and < 07 years	40%
1.2	PPP Specialist	CA/CFA/ICMA/ACCA/MBA	25%	≥ 05 years’ experience of PPP project management or developing financial models/ financial structuring for PPP social sector projects	75%
		Bachelors in Finance/ Accounting/ Business Administration	15%	≥ 04 years and < 06 years	60%
				≥ 03 years and < 04 years	40%
2.	Technical Team				
2.1	Education Team Lead	PHD in Education or in Social Sciences	25%	≥ 10 years’ experience in Educational Leadership and Management/ Education Policy or Teacher Education	75%
		M.Phil./ MS in the relevant field	15%	≥ 10 years and < 15 years	60%
				≥ 6 years and < 10 years	40%
2.2	Education Specialist (Research)	M.Phil./ MS in the relevant field	25%	≥ 10 years’ experience of education policy / management and leadership / Education sector PPPs project management with research publications in relevant areas.	75%
		M.A. / B.Ed. in the relevant field or equivalent	15%	≥ 7 years and < 10 years	60%
				≥ 5 years and < 7 years	40%
2.3	School Infrastructure Technical Assessment Engineer	Masters in Civil Engineers (inspection)	25%	≥ 05 years’ experience of engineering-based evaluation of a school's infrastructure, covering structural and utility assessments. of monitoring & evaluation.	75%
3	Legal Team				
3.1	Legal Team Leader	LLM/ Bar at Law/ LPC	25%	≥ 10 years’ experience of legal advisory in Public Sector projects	75%
		LLB	15%	≥ 7 years and < 10 years	60%

3.2	Procurement Specialist			≥ 5 years and < 7 years	40%
		LLM/ Bar at Law/ LPC	25%	≥ 05 years' experience of drafting procurement documents e.g. EOIs, RFQ, RFP, Concessions for PPP Projects	75%
		LLB	15%	≥ 04 years and < 06 years	60%
				≥ 03 years and < 04 years	40%

SECTION V – TERMS OF REFERENCE

Terms of Reference shall stand amended to be read as under **(updated considering the Bidder's queries/ comments and Assignment's scope)**:

NOTE: The relevant changes are underlined to this section only.

SUMMARY/ OVERVIEW OF THE ASSIGNMENT

Procuring Agency	School Education & Literacy Department, Government of Sindh
Assignment Title	Feasibility study, Impact assessment and Transaction Advisory Services <u>for</u> the Education Reform Project under Public-Private Partnership mode
Assignment Description	<p>Under this Assignment, the Consultant shall be required to undertake the activities in three dependent and sequential phases: i. Impact Assessment & Transaction Preparation, ii. Transaction Implementation & Bid Management; and iii. Transaction Negotiation & Contract Signing for <u>(RFP-1 & 2)</u>, subject to the approval of Competent Authority, i.e., the PPP Policy Board, at each phase.</p> <p>The initial phase shall require the Consultant to evaluate the impact of EMO Reform on access, governance and quality of education for the RFP# 1, 2 ,3 & 4 (expiring) EMO contacts, comparison with non-EMO managed government schools, <u>selected private schools</u> and evaluate the performance/capacity of key stakeholders including PPP Node, IE, IA and District Administration along with recommendations. Subsequently, upon satisfactory completion of the first phase, the Consultant will require to develop the Project on the basis of findings of Impact Assessment Study, a marketing strategy to sensitize potential investors' participation under the bidding process for each procurement round, assist the Procuring Agency while undertaking the procurement, including biddings, transaction negotiations, and then achieve financial closure as further detailed in the TOR's Assignment Scope.</p>
Contract Duration	<u>Two (02) years (subject to contract signing for RFP#1,2)</u>
Contract Type	Lump-sum or fixed
Procurement Framework	Sindh Public Procurement Act, 2009, including the SPP Rules, Regulations, Orders or Instructions framed thereunder from time to time.
Market Approach	National competitive bidding

Selection Method	Quality cost-based selection Weightage: Technical Proposal:90% Financial Proposal:10%
Commencement Date (Expected)	25 th September 2025 or immediately after signing Contract.

1. PROJECT BACKGROUND

The Government of Sindh, School Education and Literacy Department, initiated Education Management Organization (EMO) reform through Public-Private Partnership (PPP) projects in the education sector in 2016. So far, seven cycles of the procurement have been launched to outsource the operation and management of 200+ schools.

The Education Management Organization (EMO) reform was introduced as a key initiative to improve the access, quality and governance of public schools. Under this model, schools are managed by private sector entities through competitively awarded contracts in accordance with SPPRA (Sindh Public Procurement Regulatory Authority) rules.

The EMO reform aims to bring innovation, improved service delivery, and better learning outcomes through effective public-private collaboration. To assess the effectiveness and future direction of this reform, an impact assessment study is being commissioned.

RFP#	District	No of Schools (Construction+ Group)	Concession Expiry (School Date Provided in Annex)
1	Khairpur & Sukkur	4	Feb-26
2	Khairpur & Sukkur	5	Feb-27
3	Khairpur & Sukkur	14	Feb-28
4	Sukkur, Larkana, Qamber-Shadadkot & Dadu	20+25 45	Apr-29
5	Qambar-Shahdadkot, Larkana, Dadu & Karachi	25+46 71	Jan-31
6	Kashmore & Jacobabad, Karachi and Qamber-Shahdadkot	13+19 32	Sep-31

7	Karachi Keamari & Karachi South, Dadu & Qamber-Shahdadkot Kashmore and Jacobabad	25+15 40	Jan-34
Total		211	
		(106 + 105)	

2. PROJECTS CONCEPTUALIZATION AND OBJECTIVES

The proposed Project has been conceived by the SE&LD, GoS (the '**Procuring Agency**'), in line with its strategic objectives to provide quality education to all.

Initially, the Procuring Agency, through the PPP Unit of the Finance Department, submitted the Project proposal before the PPP Policy Board, which unanimously accorded approval to access the project development facility funding for engaging independent consultancy firm to conduct the assignment as provided under Section 5 of the Sindh PPP Act, 2010.

In this regard, the Procuring Agency now invites the sealed proposals from the Eligible Bidders or Consultants (individual firms or Consortia, as the case may be) to (i) conduct the impact assessment of EMO reforms of the expiring PPP contracts (RFP-1 to RFP-4) in comparison to other public sector schools and select private schools and (ii) to provide the transaction advisory services for RFP-1 and RFP-2 under public-private partnership mode (the '**Assignment**') in accordance with the Sindh Public Procurement Rules, 2010 (the '**SPP Rules**').

The Project Objectives are as under:

- Evaluate the overall success and impact of the EMO reform in improving school governance, quality of education, student performance, and service delivery.
- Conduct a comparative analysis between EMO-managed schools and traditionally managed public schools, and select private schools².
- Assess the cost-effectiveness of EMO contracts in comparison to the traditional governance model.
- Identify key implementation challenges and bottlenecks faced during the reform.
- Collect and analyze stakeholder perceptions, including those of government officials, EMOs, school staff, students, and parents.
- Provide strategic recommendations on whether the reform should be continued, modified, or discontinued, along with actionable suggestions for improvement and sustainability of the reform, and or to provide a sustainable exit strategy.
- Development of transaction advisory documents for future projects under EMO Reform.

² Same should be read and is incorporated in the Heading 3. ASSIGNMENT SCOPE of the RFP in Section V of the ToRs in Phase I and in A. Data Collection And Review Clause d, and I; D. Comprehensive evaluation of schools performance under RFP1 to 4: Key Metrics And Comparative Analysis clauses g, h, & j

- Whether to continue group of school model for EMO reform.

4. ASSIGNMENT DELIVERABLES & PAYMENT SCHEDULE

THE CONSULTANT SHALL ACHIEVE THE ASSIGNMENT'S MILESTONES AND DELIVERABLES IN THREE PHASES WITHIN A CUMULATIVE DURATION OF **Two (02) YEARS**, EFFECTIVE FROM THE CONTRACT AGREEMENT SIGNING EXPECTED IN THE 1ST WEEK OF **AUGUST 2025**. THE FIRST PHASE WILL BEGIN AS SOON AS POSSIBLE AND WILL BE COMPLETED WITHIN SIX (6) MONTHS, FOLLOWED BY THE AGREEMENT SIGNING. THE SECOND AND THIRD PHASES OF THE ASSIGNMENT WILL BE PERFORMED FOR **TWO ROUNDS OF PROCUREMENT (RFP 1 & 2)**. THE ASSIGNMENT'S PROPOSED IMPLEMENTATION SCHEDULE WITH INDICATIVE DELIVERABLES UNDER ALL THE PHASES IS TABULATED BELOW:

Sr. #	Deliverable	Timelines	Payment ³
4.1	Phase I – Impact Assessment & Transaction Preparation (T1 = Effective from the Contract Signing Date)		
4.1.1	Inception Report (detailing methodology, sampling plan, tools, and work plan)	T1 + ½ Month	10%
4.1.2	Draft Impact Assessment Report	T1 + 2 Month	20%
4.1.3	Presentation of findings in Stakeholders Validation Workshop with end to end arrangements (venue arrangement in karachi, material preparation, invitation, program management, refreshment and ancillary services by the successful bidder) as part of its bid	T1 + 3 Months	10%
4.1.4	Draft Final Report	T1 + 3 ½ Months	10%
4.1.5	Project Preparation, structure and approval from PPP Policy board	T1 + 4 Months	10%
4.2	Phase II (a)– Bid Management (RFP-1) (T2 = Effective from Project's Preparation & Approval)		
4.2.1	Preparation and Approval of Bidding Documents from TFEC.	T2 + 1 Month	5%
4.2.2	Marketing, Prebid and Submission of Bid Evaluation Reports & Issuance of Letters for Award of Contracts	T2 + 2½ Months	5%

³ Payment schedule is mentioned as a percentage (%) of the total Contract Price

4.3	Phase III (a) – Transaction Negotiation & Closure (RFP-1) (T3 = Effective from the Issuance of Letters for Award of Contracts)		
4.3.1	Transaction negotiation and signing of Concession	T3 + 1/2 Month	5%
4.3.2	CPs completion/Issuance of effective date notification	T3 + 2 Months	5%
4.4	Phase II (b)– Bid Management (RFP-2) (T2 = Effective from Project's Preparation & Approval)		
4.2.1	Preparation and Approval of Bidding Documents from TFEC.	T2 + 1 Month	5%
4.2.2	Marketing, Prebid and Submission of Bid Evaluation Reports & Issuance of Letters for Award of Contracts	T2 + 3½ Months	5%
4.5	Phase III (b) – Transaction Negotiation & Closure (RFP-2) (T3 = Effective from the Issuance of Letters for Award of Contracts)		
4.5.1	Transaction negotiation and signing of Concession	T3 + 1 Month	5%
4.5.2	CPs completion/Issuance of effective date notification	T3 + 3 Months	5%

Form FIN-2. Summary of Costs¹⁰

Item No.	Description of Services	Costs (in PKR)
1.	Phase I – Impact Assessment & Transaction Preparation (T1 = Effective from the Contract Signing Date) <ul style="list-style-type: none"> • Inception Report (detailing methodology, sampling plan, tools, and work plan) • Draft Impact Assessment Report • Presentation of findings in Stakeholders Validation Workshop (venue arrangement in karachi, material preparation, invitation, program management, refreshment and ancillary services by the successful bidder) as part of its bid • Draft Final Report • Project Preparation, structure and approval from PPP Policy board 	
2.	Phase II: Bid Management (RFP-1) (T2 = Effective from Project's Preparation & Approval) <ul style="list-style-type: none"> • Preparation and Approval of Bidding Documents from TFEC. • Marketing, Prebid and Submission of Bid Evaluation Reports & Issuance of Letters for Award of Contracts 	

3.	Phase III: Transaction Negotiation & Closure (RFP-1) (T3 = Effective from the Issuance of Letters for Award of Contracts) <ul style="list-style-type: none"> Transaction negotiation and signing of Concession Agreement Commencement Date notification / CPs Completion/ issuance of effective date notification 	
4.	Phase II: Bid Management (RFP-2) (T2 = Effective from Project's Preparation & Approval) <ul style="list-style-type: none"> Preparation and Approval of Bidding Documents from TFEC. Marketing, Prebid and Submission of Bid Evaluation Reports & Issuance of Letters for Award of Contracts 	
5.	Phase III: Transaction Negotiation & Closure (RFP-2) (T3 = Effective from the Issuance of Letters for Award of Contracts) <ul style="list-style-type: none"> Transaction negotiation and signing of Concession Agreement Commencement Date notification / CPs Completion/ issuance of effective date notification 	
Total Cost of Financial Proposal (inclusive of all the taxes)⁴		

5. ASSIGNMENT RFP INQUIRES/ CLARIFICATIONS

Requests for clarification shall always be made in writing at least five (5) calendar days prior to the date of opening of bids and must be addressed or sent via mail or fascimile and e-mail (**both**) mentioned below:

Attention: Senior Director, Public Private Partnership (PPP) Node, School Education and Literacy Department, Government of Sindh.

Address: Office of PPP Node, 5th Floor, PNSC building, M.T Khan Road, Lalazar, Karachi.

Phone No: +92 21 99222193

E-mail: seld.pppn@gmail.com

6. RELEVANT INFORMATION

FOR MORE INFORMATION RELATING TO THE BIDDING PROCESS, PLEASE KEEP VISITING THE WEBSITE : <https://www.sindheducation.gov.pk/> & www.portalsindh.eprocure.gov.pk

⁴ Total cost must be inclusive of all applicable taxes as payable by the Consultant according to law of the land. This cost shall cover all the costs associated with performing the Assignment as detailed under the TOR. The Contract Price payments shall be made in accordance with the Conditions of Contract available with the RFP.

Special Conditions of Contract

GCC 2.3.1.	The Contract shall remain effective for <u>twenty four (24)</u> months; however, this stipulated period may be extended at no-cost or without any change in the Contract Price in case of a reasonable delay, acceptable to the Procuring Agency, in the Project's execution subject to the terms and conditions laid down in the RFP.
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**GOVERNMENT OF SINDH
PUBLIC PRIVATE PARTNERSHIP (PPP) NODE
SCHOOL EDUCATION & LITERACY DEPARTMENT**

**FEASIBILITY STUDY, IMPACT ASSESSMENT AND TRANSACTION ADVISORY
SERVICES FOR EDUCATION MANAGEMENT REFORM PROJECT
UNDER PUBLIC-PRIVATE PARTNERSHIP MODE**

RESPONSE DOCUMENT NO. I

19 June 2025

Address: PPP Node, SE&LD, 5th Floor, PNSC Building, M.T Khan Road, Lalazar, Karachi.

Website: <https://www.sindheducation.gov.pk>; <https://pppunitsindh.gov.pk/>

E-mail: ppp.fsta@gmail.com; seld.pppn@gmail.com

Telephone: +92-21-99222193; +92-333-0209222; +92-301-3881499

IMPORTANT NOTICE

The responses to prospective Bidders queries document dated 19th June 2025 (**‘Response Document No. I’**) is in furtherance to requests for queries/ clarifications received from the prospective Bidders in respect of the Bidding Process relating to the feasibility study, impact assessment and transaction advisory services for the education management reform project in Sindh under the public-private partnership mode (**‘Assignment’**), being conducted pursuant to the Request for Proposal document dated 04th May 2025 (**‘RFP Document’**) floated by Public Private Partnership (PPP) Node, School Education and Literacy Department, Government of Sindh (**‘Procuring Agency’**) in accordance with the Sindh Public Procurement Rules, 2010 (**‘SPP Rules’**).

*Unless expressly specified otherwise, all **capitalized terms** used herein shall bear the meaning ascribed thereto under the RFP Documents.*

This Response Document No. I is being circulated by the Procuring Agency, subsequent to the consultant selection committee’s approval, in pursuance of the Instructions to Consultant (ITC) Clause 10 of the RFP Document. Neither any of these entities nor their employees, personnel, consultants, advisors, or agents make any representation (expressed or implied) or warranties as to the accuracy or completeness of the information contained herein or in any other document made available to a person in connection with the Bidding Process for the Assignment, and the same shall have no liability for this RFP Document or any other written or oral communication transmitted to the recipient during the recipient’s evaluation of Proposals. Neither any of these entities nor their employees, personnel, agents, consultants, advisors, contractors, etc., will be liable to reimburse or compensate the recipient for any costs, fees, damages, or expenses incurred by the recipient in evaluating or acting upon the RFP Document or otherwise in connection with Assignment as contemplated herein.

The Bids/ Proposals submitted in response to the RFP Document by any of the Bidders shall be upon the full understanding and agreement of any and all terms of the RFP Document, the Addendum Document No. I, and Response Document No. I (**‘RFP Documents’**) and such submission shall be deemed as an acceptance of all the terms and conditions stated in the RFP Documents. Any Bid submitted by a Bidder in response to the RFP Documents shall be construed based on the understanding that the Bidder has done a complete and careful examination of the RFP Documents and has independently verified all the information received (whether written or verbal) from the Procuring Agency (including from its employees, personnel, agents, Consultants, advisors, and contractors, etc.).

This Response Document is not an agreement; its sole purpose is to provide interested Bidders with information that may be useful in preparing their Bids or Proposals. The Procuring Agency reserves its right, in its full discretion, to modify the RFP Documents and/

or the Assignment at any time to the fullest extent permitted by law and shall not be liable to reimburse or compensate the recipient for any costs, taxes, expenses, or damages incurred by the recipient in such an event.

RESPONSE DOCUMENT NO. I

SR.	PROSPECTIVE BIDDER'S QUERY/ COMMENT	PROCURING AGENCY'S RESPONSE/ CLARIFICATION
1.	As PPP is a private sector-driven model for school operations, it is advisable that a comparative assessment also be conducted with private sector schools. This will help provide a comprehensive analysis of the impact of the EMO Reform vis-à-vis public sector schools.	The successful consultant shall conduct impact assessment of other government schools and selected private and SEF schools.
2.	Proposal Weightage - The weightage specified in ITC 1.1 assigns 90% to the Technical Proposal and 10% tot the Financial Proposal. However, ITC 10.2 indicates an 80% weightage for Technical and 20% for Financial Proposals.	No such inconsistency was found in the RFP. The weightage specified in ITC 1.1 is correct which assigns 90% to the Technical Proposal and 10% to the Financial Proposal. This same weightage shall be applicable to the entire RFP Document; in case any further discrepancies occur.
3.	<p>General Experience – <i>One (1) ongoing and one (1) completed impact assessment of education reform, and One (1) completed assignment in each of the following (i) school improvement programs, (ii) curriculum development programs, (iii) teaching improvement programs, (iv) policy development programs.</i></p> <p>Clarifications Requested:</p> <ul style="list-style-type: none"> • Why is it mandatory to have both an ongoing and a completed impact assessment? We suggest either ongoing or completed experience for flexibility. • Does “assignment” refer strictly to “programs”, or do “independent “projects” also qualify? • How many years of experience are required in each of the specified domains? 	<p>The stipulated requirement of one (1) completed and one (1) ongoing impact assessment of education reform initiatives has been deliberately framed to ensure a comprehensive appraisal of the bidder's technical capacity. This dual condition serves to validate both the bidder's demonstrated ability to deliver a full project lifecycle (from planning to reporting) and their current engagement with evolving educational sector dynamics.</p> <p>Acceptance of the bidder's proposal to allow either ongoing or completed experience, in deviation from the original criteria, would effectively dilute the thoroughness of the general experience standard. Such relaxation could enable participation by entities possessing only historical or as-yet unvalidated experience, thereby impeding a holistic evaluation of their overall competence and readiness.</p>

	<ul style="list-style-type: none"> Given the nature of this assignment, why is experience in curriculum development mandatory, when curriculum development does not appear to be a key component of the scope? 	<p>The assignment mentioned here refers to ‘programs’ and ‘projects’ both funded by public/ private or donor organization.</p> <p>Experience: Bidder (in case of Consortium, the technical member) must have at-least one (01) ongoing or completed impact assessment of education reform implemented by either the public/ private or donor organization, and also demonstrate at-least one (01) completed assignments in each of the following components: (i) school improvement programs, (ii) curriculum development programs, (iii) teaching improvement programs and, (iv) policy development programs in the last fifteen (15) years;</p> <p>Curriculum development experience is essential for assessing how well educational content supports teaching quality and student learning—key indicators in school improvement. For the EMO project in Sindh, this ensures a comprehensive impact assessment across curriculum relevance, teaching effectiveness, and policy alignment.</p>
4.	<p>Relevant Experience – The criteria require:</p> <ul style="list-style-type: none"> <i>One completed/ongoing assignment of impact assessment of education with PPP as one modality, and</i> <i>One in traditional school environment.</i> <p>Clarification Requested – Why is the scope limited specifically to PPP-based reforms? We recommend expanding the eligibility to include experience with education reform impact assessments more broadly, regardless of implementation modality (PPP, Private, or Private).</p>	<p>The criteria emphasize PPP-based reform in relevant experience, because the initiative operates through public-private partnerships, requiring understanding of PPP dynamics, stakeholder engagement i.e., the Operator, (PPP Node, District Administration, the Department and the DSTs), and accountability mechanisms unique to this model. Including at least one assignment in a traditional school environment ensures comparison in recognizing broader experience and refinement across both education systems. While broad education reform experience is valuable, the current criteria strike a necessary balance by prioritizing relevance to the PPP modality while maintaining flexibility and openness for traditional school environment.</p>

5.	<p>The legal member demonstrates experience in at least 2 projects under PPPs preparing bidding documents in the education sector.</p> <p>Clarification Requested – Why is it limited to PPP in education sector? We recommend expanding the eligibility to include PPP experience in any sector instead of restricting it to PPP in education sector similar to eligibility criteria of financial member specified at 1.2.3</p>	<p>The relevant experience requirement for the legal member to have involvement in at least two PPP projects specifically within the education sector is intentional, as the EMO initiative involves complex legal frameworks unique to education-related service delivery, performance contracts, and regulatory and administrative compliances. Legal considerations in education PPPs often differ from those in infrastructure or other sectors, requiring familiarity with sector-specific risks, rights, and obligations. Therefore, maintaining this criterion ensures the legal expert is well-equipped to address challenges specific to education PPPs, aligning with the specialized nature of the EMO project. Furthermore, there are numerous firms across Pakistan with expertise in education-specific PPP projects, reflecting the ongoing presence of such initiatives nationwide. In addition, the criteria do not restrict experience to impact or reform-related PPP education projects but include general education PPP experience. In contrast, the financial member's criteria are broader, covering any PPP projects, as education PPPs generally require less rigorous financial analysis compared to infrastructure projects.</p>
6.	<p>The following key roles are listed in the evaluation criteria but not mentioned in the key staff section:</p> <ul style="list-style-type: none"> • Data Analyst • M&E Specialist • Economist <p>Clarification Requested – Kindly confirm whether these roles should be included in the proposal and how they are to be evaluated in light of their omission from the key professional staff</p>	<p>The inconsistency stands corrected, only staff mentioned the 'Key Staff Section' should be considered in the addendum to be used.</p>
7.	<p>The evaluation criteria lack clarity on what content is expected in this section.</p>	<p>This should include a proposed methodology for both of the Impact Assessment and Transaction Advisory Services and shall be equally marked as per the ToRs requirements.</p>

	Clarification Requested – Should this section include a proposed methodology for the Impact Assessment, the Transaction Advisory, or both?	
8.	<p>The proposed methodology constitutes a core element of the assignment but has been allotted only 6 marks.</p> <p>Suggestion: We recommend a review of the scoring structure to allocate more weight to the proposed methodology and work plan. A separate scoring structure for the Impact Study and Transaction Advisory is also recommended for clarity and fair assessment.</p>	<p>The current scoring structure reflects the priority of experience and proven quality over methodology alone, which is appropriate given the reform-oriented nature of the EMO project. While the proposed methodology and work plan are important, the success of this assignment relies heavily on the consultant's demonstrated experience and ability to navigate complex education reforms. Maintaining the existing weight ensures that teams with strong, relevant backgrounds are prioritized, while still considering methodological approach within the overall evaluation. Separate scoring for Impact Study and Transaction Advisory may add complexity but can be considered in future evaluations.</p>
9.	<p>Both the Education Team Lead and Education Specialist (Research) positions require 10 years of experience in Educational Leadership and Management/Education Policy/Teacher Education.</p> <p>Clarification Requested</p> <ul style="list-style-type: none"> • Are all three domains equally acceptable? • Is a specific combination preferred? <p>Would the experience in only one domain (e.g. Teacher Education) suffice?</p>	<p>The Education Team Leader and Education Specialist positions require 10 years of experience, with a PhD and an MS/M.Phil. respectively. The bidder must demonstrate diverse experience across the specified domains; experience limited to only one domain will not be considered sufficient. The requirement emphasizes breadth of expertise rather than equal experience in each area.</p>
10.	<p>The RFP mentions a feasibility study for the impact assessment.</p> <p>Clarification Requested</p>	<p>The project is structured into two distinct sub-projects: (1) Impact Assessment of EMO Reform and (2) Transaction Advisory Services for future procurement under revised /improved EMO reform. In the first phase, spanning six months, the Impact Assessment must be conducted as outlined in the RFP along with</p>

	<ul style="list-style-type: none"> Does the feasibility study determine whether the impact assessment should proceed, or is it part of overall methodology for conducting the assessment? 	<p>detailed outcomes and recommendations. On the basis of the recommendation of the Impact Assessment, the schools completing the tenure of the 10-year partnership transaction advisory will be required by incorporating the findings and recommendations from the assessment of the schools.</p>
11.	<p>Clause A(d) Field Visits and Data Collection – Requires comparison across EMO-managed, and other government schools.</p> <p>Clarification Requested – Is the Impact Assessment solely to be conducted against the concession agreement and baseline data of EMO schools, or also in comparison with SEF and other government schools? Including both reference points would have significant implications for the timeline, scope and nature of the findings. This requires clear guidance and clarification. Clarity on the comparative scope is crucial for planning.</p>	<p>Impact Assessment is to be conducted of EMO schools in comparisons to other government schools. Wherein SEF and other selected private schools administered schools will also be included.</p>
12.	<p>Clause A(i) – CPD Framework – Refers to qualitative analysis of classroom environment and CPD Framework</p> <p>Clarification Requested – Should analysis cover only the CPD framework, or also current CPD practices and implementation?</p> <p>Do the ‘qualitative analysis of classroom environment’ mean lesson observations of teachers to evaluate teaching practices in the EMO schools?</p>	<p>The analysis should cover the current CPD practices and their implementation in EMO schools, along with a comparison against current best practices and recommendations for improvement. It should evaluate how the CPD framework translates into actual professional development activities and their effectiveness. Additionally, the qualitative analysis of the classroom environment requires conducting lesson observations to assess teaching practices, instructional quality, the consistency of these practices across classrooms, and the extent to which CPD efforts are reflected in daily teaching and learning.</p>
13.	<p>Assignment Deliverables & Payment Schedule</p> <ul style="list-style-type: none"> Clause 4.1.2 requires submission of the <i>Draft Impact Assessment Report</i> T1+4 weeks. We respectfully submit 	<p>The Assignment Deliverables and Payment Schedule have been updated in the Addendum.</p>

	<p>that completing a comprehensive Impact Assessment – including a field level data collection, qualitative and quantitative analysis and drafting of the report – within such a limited timeframe is practically unfeasible.</p> <ul style="list-style-type: none"> Given the scope and rigor required for a robust evaluation, we propose that a period of at least four (4) months be allocated for the completion of the Impact Assessment. Additionally, we recommend allowing an extra four (4) weeks for the presentation, validation, and dissemination of findings upon completion of the evaluation. This timeline would better reflect the depth of analysis expected and ensure the quality and reliability of the assessment outcomes. 	
14.	In addition to the above queries, we request extending the bid submission deadline to at least 15 working days considering Eid ul Adha and Muharram holidays.	20 days extension provided; the Bid Submission Deadline is 10 th July, 2025 at 12:00 Hours PST.
15.	Current operational status of Each school, student enrolment figures, no of teachers, condition of infrastructure and furniture, the level of education.	<p>Data as available is Annexed with this Document</p> <p>The prospective bidder are advised to perform due diligence and conduct school survey at their own level to check and confirm the data accuracy for this assignment.</p>
16.	Need to clarify that prospective bidder is not registered on EPADS and one of our JV members is registered can they submit it on behalf of consortium or those who is the lead firm will have to submit the bids on EPADS.	Bidder (in case of consortium any member) shall submit the via SPPRA EPADS as per the RFP Document.
17.	<p>I. Ongoing Projects as Experience:</p> <p>Can we include projects that are currently ongoing and have completed approximately one year in duration under the section of relevant general or similar experience?</p>	A substantive qualitative and quantitative evaluation of the technical proposals and institutional profiles of the existing Operators shall be carried out by the consultants. This evaluation shall also include a comparative analysis of the methodologies and pedagogical philosophies currently implemented by the

	<p>II. NAVTTC “End -to-End High Impact Training Program”: Would it be appropriate to categorize these programs under ‘teaching improvement programs’, given their comprehensive structure and teacher capacity-building elements?</p> <p>II. NAVTTC Early Childhood Education (ECE) Teacher Training Programs: Can we list these programs under ‘teaching improvement interventions’, considering their strong focus on pedagogical enhancement and structured educator training?</p>	Operators in their best-performing schools, thereby ensuring consistency and replicability of results within the EMO School environment.
18.	<p>Section 6 – Contract – Confidentiality Clause Page 79 onwards</p> <ul style="list-style-type: none"> • Query - We suggest including the following under confidentiality section: “The Agreement shall not prohibit disclosure of Confidential Information: <ul style="list-style-type: none"> • With your prior written consent, such consent not to be unreasonably withheld. • To the extent that such disclosure is required by law, regulation or professional standards. • To the extent that such disclosure is required by any rule or requirement of any regulatory authority with which we are bound to comply. • On terms that as to confidentiality are to the same effect as those contained in this Agreement, to our professional advisers for the purposes of our seeking advice.” 	Standard Draft contract is annexed with the RFP Document, further changes to the contract can be made with mutual consent of parties before execution of the contract.
19.	<p>Section 6 – Contract Page 79 onwards</p> <p>Query - We suggest limiting liability to the extent of fee received under the contract.</p>	
20.	<p>Section 6 – Contract Page 79 onwards</p> <p>Query - We suggest including the clause “Each member of the Advisory Consortium is severally responsible and liable with</p>	

	respect to the specific work/ Deliverables assigned to them” in the contract.	
21.	<p>Section 6 – Contract – Termination clause Page 79 onwards</p> <p>Query - We suggest including the following in termination by consultant section of contract: “If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultants may have subsequently approved in writing) following the receipt by the Client of the Consultants' notice specifying such breach. If the Lead Advisor reasonably determines that it can no longer provide Services in accordance with the Applicable Laws.”</p>	
22.	<p>Assignment Deliverables and Payment Schedule page 76</p> <p>Query - The payment percentages currently total 95% instead of 100%. We request a revised payment schedule aligned with the deliverables.</p>	The query has been addressed above.
23.	<p>Appendix E – Company Profile Page 108, Point 19</p> <p>Query - Could you please clarify how this company profile is supposed to differ from Form Tech 2A as it is listed as additional information that needs to be submitted with the Technical Proposal and as a separate point in Appendix E.</p>	While Form TECH-2A provides a structured format for presenting detailed information about the firm's background, experience, and qualifications, Appendix E serves as a document checklist to ensure that all required components, including the company profile, are properly submitted as part of the Technical Proposal.
24.	<p>Appendix E – Qualification Record Page 108, Point 22</p> <p>Query - Could you please clarify how this is supposed to differ from Form Tech 2B as it is listed as additional information that needs to be submitted with the Technical Proposal and as a separate point in Appendix E. Please also specify the number of credentials you would like us to submit.</p>	
25.	<p>Sr. No 3 of Key Professional Staff under Section II – Instructions to Consultants (Bid Data Sheet), Page 40</p> <p>Query - This is with reference to the qualification criteria prescribed for the ‘Legal Team Leader’ wherein only LLM or Bar at-Law degrees have been listed as acceptable qualifications. Consultants (Bid Data Sheet), Page 40 It must be noted that postgraduate legal qualifications for legal</p>	The criteria have been updated and is reflected in the Addendum.

	<p>professionals/consultants are not just limited to LLM and Bar-at-Law, but also include Legal Practice Course (“LPC”). LPC is a recognized postgraduate legal qualification undertaken after completion of an LLB. It is a key component of the vocational training required to qualify as a solicitor in England and Wales. It is also important to highlight that many legal professionals, particularly those pursuing careers in corporate, commercial and transaction advisory, opt for the LPC as their preferred route of qualification. Furthermore, as per general market practice, locally and internationally, postgraduate legal qualification, includes LPC. As such, the qualifications for Legal Team Leader shall not be restricted to LLM and Bar-at-Law but shall also include LPC. Therefore, it is requested that LPC be included in the qualifications of the Legal Team Leader and the criteria be amended accordingly.</p>	
26.	<p>Technical Evaluation Criteria – Scoring Marks Query - It is observed that while the RFP specifies a maximum of 100 marks for the technical evaluation criteria, the cumulative total of marks under the criteria, when added, exceeds 100. Therefore, it is requested that the technical marking/scoring be adjusted accordingly.</p>	The query has been addressed above.
27.	<p>Audited Financial Statements – Point vii of Eligibility Criteria (Mandatory Documents) on Page 34 Query - It is observed that the RFP contains a discrepancy regarding the number of years for which audited financial statements are required to be submitted. On Page 34, under the Eligibility Criteria (Mandatory Documents), point vii, the requirement is stated as two (2) years, whereas all other relevant sections refer to three (3) years. The inconsistency is as follows:</p> <ul style="list-style-type: none"> • Under Preparation of Bids, Page 29, Point (g), bidders are instructed to submit audited financial statements for the most recent three (3) years; • Under Eligibility Criteria (Mandatory Documents), Page 34, Point vii, bidders are required to submit audit reports containing 	As per ITC 1.1, ITC 2.1, ITC 5.1, ITC 6.1, ITC 7.1, ITC 10.1, ITC 10.2, ITC 11.1, ITC 12.1, and ITC 16, under section (g) Financial Statements — audited financial reports (balance sheets and profit & loss statements) for the most recent three (3) years, certified by a valid chartered accountancy firm, must be submitted.

	<p>balance sheets, income statements, and cash flow statements for the last two (2) years;</p> <ul style="list-style-type: none"> • Additionally, under evaluation of bids, Page 33 the financial turnover of the bidders must have an average annual financial turnover of at least PKR 100 million during the last three (3) years as verifiable from the financial statements issued by a Certified Chartered Accountant; and • Under Technical Evaluation Criteria, under the note for “Financial Capability”, on Page 39, it is stated that in the case of a consortium, each member must submit audited financial statements of the last three (3) years. In view of the above, it is requested that the discrepancy as highlighted under Eligibility Criteria (Mandatory Documents), Page 34, Point vii be corrected to ensure consistently throughout the RFP document. 	
28.	<p>Performance Security- It has been observed that there is a discrepancy in the performance security requirements between the following two sections of the RFP:</p> <ul style="list-style-type: none"> • Under the Bid Data Sheet (ITC 10.5) on page 35, the required performance security is stated as 5% of the Contract Price. • However, under Section VI – Conditions of Contract and Standard Forms, Clause G.C.C 6.1 on page 92 provides that the successful consultant shall submit a performance security equivalent to 2% of the Contract Price. In view of the above, it is requested that the RFP be corrected accordingly to uniformly reflect the performance security requirement across all relevant sections. 	The inconsistency has been corrected in the Addendum, and the Bid Data Sheet (ITC 10.5) shall prevail.
29.	<p>Bid Security - It is observed that the newspaper advertisement bearing reference no. INF/KRY/1423/25 for the above-mentioned Assignment, wherein a fixed bid security amount has been specified. However, as per the instructions provided in RFP, under the Bid Data Sheet on page 30, it is stated that the bid security “shall be not less than five percent (5%) of the Bid Price quoted by a Bidder.” This appears to be inconsistent,</p>	The inconsistency has been corrected in the Addendum, and the Bid Security percentage mentioned in the RFP remains valid.

	as the newspaper advertisement mentions a fixed bid security amount, whereas the RFP requires the bid security to be calculated as five percent (5%) of the bid price quoted by the bidder. In view of the above, it is respectfully requested that the applicable bid security requirement be corrected accordingly.	
30.	Point iv of the Note under Firm's Experience on page 37 Query - It is noted that the "Relevant Experience of the Firm" under the technical evaluation criteria include a note stating that "Bidder's experience to the extent of PPP Projects (as at 1.2.4 & 1.2.5) will only be considered for public sector clients." However, upon review, the relevant experience section concludes at 1.2.3, and there are no criteria listed as 1.2.4 or 1.2.5. This suggests a possible numbering error in the RFP. In view of the above, it is requested that the numbering be reviewed and corrected accordingly.	1.2.4 & 1.2.4 is a possible numbering error.
31.	Qualification Record on Page No 29 Query - It is observed that the RFP contains a discrepancy concerning the number of years for which bidders must demonstrate relevant experience under the "Qualification Record". It is noted that the clause refers to "three" years, while the figure in parentheses indicates "(5)," resulting in an inconsistency that may lead to confusion regarding the actual duration for which past experience is to be demonstrated. In view of the above, it is requested that the correct time period whether three (3) or five (5) years be confirmed and corrected.	It's a typographical mistake and relevant and general experience as stated should only be taken into consideration as ITC 18.1.
32.	Technical Evaluation Criteria on Page 37 Query - We have worked on project in which no monetary value is assigned (in kind work). Is there a mechanism for evaluating the value of the project?	It falls within the mandate of the Consultant Selection Committee to assess and assign a reasonable value to in-kind contributions, based on prevailing market rates or comparable benchmarks.
33.	3.1.1 Inception Report page 72 Last sentence: visits of the schools by the proposed Key Professional Staff along with the Procuring Agency's representatives. Query - Based on our past experience, we have found that conducting data collection independently tends to be more effective. We would suggest that, if and when required,	Shall be decided at the time of execution of the contract. And personal visit for impact assessment are deemed necessary

	representatives from the procuring agency may accompany the research team. We kindly request a reconsideration of this section in light of this recommendation.	
34.	Insurance – Contract Page 81 Query - Could you clarify the type of insurance for consultants on the project?	The format is official notified as per SPPRA Rules and regulations.
35.	Project Value Query - We would suggest that the ceiling amount of PKR 160 million be increased to PKR 300 million given the scope of work and to ensure the highest quality of deliverables.	Refer to the 'Change in Scope' section in the Addendum for details regarding the revised project requirements.
36.	Section V – Terms of Reference, clause 3.1.2 Page 72 Query - It is observed that under Section V – Terms of Reference, clause 3.1.2 titled 'Framework Report', the scope includes conducting an "institutional and regulatory framework analysis." However, unlike other tasks described in the Terms of Reference, no description has been provided outlining the areas/aspects to be covered under institutional and regulatory framework analysis. It is therefore requested that clarification be provided regarding the areas/aspects to be covered under the institutional and regulatory framework analysis.	This refers to the evaluation of existing institutional structures (e.g., education departments, regulatory bodies, and EMO operators and all stakeholders involved) and the applicable legal and policy frameworks that govern and influence the implementation of the Education Management Organization (EMO) model along with recommendation.
38.	In relation to the evaluation of general and relevant experience, clarification is sought on whether experience in the power sector, specifically, independent power producer (IPP) projects, by a financial advisory firm will be considered for scoring purposes for this Project. It is our understanding that such experience should indeed qualify, as IPP projects are, in essence, structured as PPPs and involve similar processes in the preparation of bidding packages, financial structuring, and risk allocation. Confirmation is therefore requested from the Procuring Agency that the experience of financial advisory firms in IPP projects will be accepted and duly scored under the general and relevant experience criteria for this Project	Only the PPP project will be considered for the purpose of evaluation.

39.	<p>The bid data sheet specifies that the bidder's nationality is restricted to Pakistani firms only. However, under the "Eligibility Criteria" of the bid data sheet, this nationality requirement appears to apply solely to the lead member of the consortium. Additionally, the "Technical Evaluation Criteria" provides information regarding consortium members being foreign entities and outlines how they may participate in the bidding process.</p> <p>Clarity is therefore requested on this point; are consortium members, other than the lead member, permitted to be foreign entities? Confirmation on this matter will help ensure that all potential bidders have a clear understanding of the eligibility requirements and can structure their consortiums accordingly.</p>	<p>As per the Bid Data Sheet, the nationality requirement applies only to the lead member of the consortium, who must be a Pakistani firm. Consortium members other than the lead may be foreign entities and are permitted to participate, subject to meeting all other eligibility and evaluation criteria.</p>
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List of EMO Schools RFP#1-4

RFP and Schools details										Student & Teachers Details		
S#	RFP	Package	District	School Name	SEMIS Code	School Type	School Gender	EMO Name	No. of Grouped Schools	Total Enrollment	Govt: Total Teachers	EMO Total Teachers
1	RFP # 1	-	Khairpur	GBHS Koro Goth	415030378	Construction	Mixed	CFC	0	554	29	2
2	RFP # 1	-	Sukkur	GGHS Arain	418050131	Construction	Girls	CFC	0	768	9	4
3	RFP # 1	-	Khairpur	GBHS Tando Mir Ali	415060810	Construction	Mixed	Sukkur IBA	0	1224	34	8
4	RFP # 1	-	Khairpur	GBHS Jhahj Regulator	415010528	Construction	Mixed	Sukkur IBA	0	1068	29	9
5	RFP # 2	-	Khairpur	GHS Karoondi	415010524	Construction	Mixed	Sukkur IBA	0	1579	30	11
6	RFP # 2	-	Khairpur	GHS Bozdar Wada	415060807	Construction	Mixed	IRC	0	1504	51	18
7	RFP # 2	-	Khairpur	GHS Kolab Jial	415040383	Construction	Mixed	BPS (Pvt) Ltd	0	600	14	15
8	RFP # 2	-	Sukkur	GHS Abad Lakha	418050091	Construction	Mixed	CFC	0	1692	20	9
9	RFP # 2	-	Sukkur	GHS Bedil Bekas	418020125	Construction	Mixed	CFC	0	1298	13	6
10	RFP # 3	-	Khairpur	GBHS Tando Nazar Ali	415030402	Construction	Mixed	CFC	0	1056	29	7
11	RFP # 3	-	Khairpur	GBHSS Setharja	415060822	Construction	Mixed	CFC	0	2356	61	4
12	RFP # 3	-	Khairpur	GBHS Satabo	415020317	Construction	Mixed	IRC	0	1032	17	16
13	RFP # 3	-	Khairpur	GBHS Sami	415080275	Construction	Mixed	SRSO	0	710	18	8
14	RFP # 3	-	Khairpur	GBHS Gagri	415030380	Construction	Mixed	IRC	0	765	21	13
15	RFP # 3	-	Khairpur	GBHS Hussainabad	415050584	Construction	Mixed	CFC	0	1658	53	7
16	RFP # 3	-	Khairpur	GBHS Fakirabad	415050578	Construction	Mixed	IRC	0	1015	45	10
17	RFP # 3	-	Khairpur	GBHS Pir Essa	415020309	Construction	Mixed	HANDS	0	552	8	12
18	RFP # 3	-	Khairpur	GBHS Drib Mehar Shah	415040380	Construction	Mixed	IRC	0	835	27	10
19	RFP # 3	-	Sukkur	GGPS Numaish Colony	418030006	Construction	Mixed	SRSO	0	848	23	6
20	RFP # 3	-	Sukkur	GGLSS Bhellar	418010546	Construction	Mixed	HANDS	0	537	18	13
21	RFP # 3	-	Sukkur	GBHS Kamal Khan Indhar	418010592	Construction	Mixed	HANDS	0	552	18	13
22	RFP # 3	-	Sukkur	GBHS Dodanko	418020391	Construction	Mixed	CFC	0	633	22	5
23	RFP # 3	-	Sukkur	G (N) Modern High School	418030070	Construction	Mixed	CFC	0	1451	61	5
24	RFP # 4	PKG # 1	Sukkur	GBHS Hussain Kalwar	418010579	Construction	Mixed	Sukkur IBA	3	693	24	4

25	RFP # 4	PKG # 1	Sukkur	GBPS Radhi	418010055	Group	Mixed	Sukkur IBA	-	245	4	1
26	RFP # 4	PKG # 1	Sukkur	GBPS Budh	418010367	Group	Mixed	Sukkur IBA	-	201	4	1
27	RFP # 4	PKG # 1	Sukkur	GBPS New Budh	418010414	Group	Mixed	Sukkur IBA	-	213	4	0
28	RFP # 4	PKG # 1	Sukkur	GBHS Mulla Ali	418010570	Construction	Mixed	Sukkur IBA	1	867	20	5
29	RFP # 4	PKG # 1	Sukkur	GBPS Dadloi	418010005	Group	Mixed	Sukkur IBA	-	171	5	0
30	RFP # 4	PKG # 1	Sukkur	GBPS Bakhshan Khan Chakrani	418040048	Construction	Mixed	Sukkur IBA	2	598	4	8
31	RFP # 4	PKG # 1	Sukkur	GBHS Lal Jurio Khan Shambani	418040163	Group	Mixed	Sukkur IBA	-	823	18	1
32	RFP # 4	PKG # 1	Sukkur	GBPS Duhalwaro	418040009	Group	Mixed	Sukkur IBA	-	402	7	0
33	RFP # 4	PKG # 1	Sukkur	P) Municipal Boys High School Old	418030063	Construction	Boys	Sukkur IBA	3	881	37	1
34	RFP # 4	PKG # 1	Sukkur	GGPS Old Sukkur	418030008	Group	Mixed	Sukkur IBA	-	442	25	0
35	RFP # 4	PKG # 1	Sukkur	GBELS Islamia Sukkur	418030054	Group	Mixed	Sukkur IBA	-	1016	72	0
36	RFP # 4	PKG # 1	Sukkur	GBPS Main Old Sukkur	418030028	Group	Mixed	Sukkur IBA	-	234	8	1
37	RFP # 4	PKG # 1	Sukkur	GBHS No. 1 Sukkur	418030057	Construction	Boys	Sukkur IBA	2	619	19	0
38	RFP # 4	PKG # 1	Sukkur	GBPS Main Sukkur	418030030	Group	Mixed	Sukkur IBA	-	382	4	1
39	RFP # 4	PKG # 1	Sukkur	GGELS GharSukkur IBAbad	418030049	Group	Mixed	Sukkur IBA	-	721	4	0
40	RFP # 4	PKG#2	Larkana	GGPS Ali Mohammad Chawro	413020111	Construction	Mixed	Sukkur IBA	1	473	3	7
41	RFP # 4	PKG#2	Larkana	GBPS Ratokot	413020289	Group	Mixed	Sukkur IBA	-	172	3	0
42	RFP # 4	PKG#2	Larkana	GGPS WikiyaSangi	413020088	Construction	Mixed	Sukkur IBA	3	533	1	1
43	RFP # 4	PKG#2	Larkana	GBPS Vikya Sangi	413020298	Group	Mixed	Sukkur IBA	-	268	8	0
44	RFP # 4	PKG#2	Larkana	GBPS Dhamrah 1	413020027	Group	Mixed	Sukkur IBA	-	295	6	0
45	RFP # 4	PKG#2	Larkana	GBPS Dhamrah 2	413020365	Group	Mixed	Sukkur IBA	-	507	14	0
46	RFP # 4	PKG#2	Larkana	GGLS Kehar	413020384	Construction	Girls	Sukkur IBA	1	379	7	3
47	RFP # 4	PKG#2	Larkana	GHS Kehar	413020395	Group	Boys	Sukkur IBA	-	610	12	0
48	RFP # 4	PKG#2	Larkana	GGPS Wadi Wahani	413010046	Construction	Mixed	Sukkur IBA	1	729	9	2
49	RFP # 4	PKG#2	Larkana	GBPS Gabar Masan	413010012	Group	Mixed	Sukkur IBA	-	242	7	0
50	RFP # 4	PKG#3	QSK	GGMS Ghazi Khan Markhand	427040073	Construction	Mixed	TCF	0	466	10	14
51	RFP # 4	PKG#3	QSK	GGPS Gaji Khuawar	427040069	Construction	Girls	TCF	1	290	8	12
52	RFP # 4	PKG#3	QSK	GBPS Ghulam Nabi Abro	427040015	Group	Mixed	TCF	-	127	4	0
53	RFP # 4	PKG#3	QSK	GBHS Waso Kalhoro	427060176	Construction	Mixed	TCF	1	688	29	11
54	RFP # 4	PKG#3	QSK	GBPS Dera	427060011	Group	Mixed	TCF	-	202	6	5
55	RFP # 4	PKG#3	QSK	GBPS Ghazi Jalbani	427060141	Construction	Mixed	TCF	0	329	9	8
56	RFP # 4	PKG#3	QSK	GBHS Monder Lakha	427060177	Construction	Mixed	TCF	2	1062	43	14
57	RFP # 4	PKG#3	QSK	PS Khuda Bux Wahocho	427060157	Group	Mixed	TCF	-	179	9	2
58	RFP # 4	PKG#3	QSK	GBPS Sawali Wahocho	427060105	Group	Mixed	TCF	-	208	5	4

59	RFP # 4	PKG#4	Dadu	GBHS Taga	402010649	Construction	Mixed	TCF	0	982	28	26
60	RFP # 4	PKG#4	Dadu	GBMS Waleed Shaikh	402010609	Construction	Mixed	TCF	0	415	27	4
61	RFP # 4	PKG#4	Dadu	GGLSS Kamal Khan Lund	402020486	Construction	Mixed	TCF	1	295	5	17
62	RFP # 4	PKG#4	Dadu	GBPS Cheejani	402020242	Group	Mixed	TCF	-	256	3	8
63	RFP # 4	PKG#4	Dadu	GGPS Ghulam Hussain Gaadhi	402020098	Construction	Mixed	TCF	1	217	13	6
64	RFP # 4	PKG#4	Dadu	GBPS Ghazi Jamali	402020070	Group	Boys	TCF	-	161	7	2
65	RFP # 4	PKG#4	Dadu	GBHS Patt Gul Mohammad	402020495	Construction	Mixed	TCF	0	416	31	6
66	RFP # 4	PKG#4	Dadu	GGPS Bachal Pusia	402030093	Construction	Mixed	TCF	2	270	5	9
67	RFP # 4	PKG#4	Dadu	PS Thariri Jado Shaheed	402020206	Group	Mixed	TCF	-	295	13	1
68	RFP # 4	PKG#4	Dadu	GBPS Molvi Abdul Aziz	402020456	Group	Boys	TCF	-	171	5	2