



NO. EDU/E&A/DS(GA)EDU/E&A/PPP/SEMO/EOI/2/01

**GOVERNMENT OF SINDH**  
**EDUCATION & LITERACY DEPARTMENT**  
Karachi, Dated 05 January 2016

To,  
**Director,**  
**Sindh Public Procurement Regulatory Authority**  
**Karachi**

**SUBJECT: Publication of Expression of Interest for the shortlisting of organizations for EMOs**  
**(Education Management Organizations) reform initiative.**

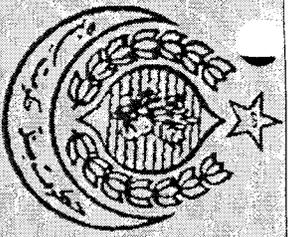
Kindly refer to the subject notice above, with the approval of the competent authority the Expression of Interest is being sent to the Information Department for publication in 3 newspapers as per SPPRA Rules. It is kindly requested to upload the attached Expression of Interest (soft copies provided) on SPPRA website along with the shortlisting document.

**TAUSEEF LATEEF**  
**DIRECTOR (PPP-NODE)**

Cc. to:

1. The P.S. to Secretary, Education & Literacy Department, Govt. of Sindh, Karachi.
2. The Committee Members.
3. Office File.

6807  
08-01-16



# EDUCATION AND LITERACY DEPARTMENT GOVERNMENT OF SINDH EXPRESSION OF INTEREST FOR EDUCATION MANAGEMENT ORGANIZATIONS

## **Introduction**

In pursuance of the Government of Sindh's (GoS) notification no. SO (G-1)E&L/SEM0/2015 dated March 12, 2015, the Education and Literacy Department (ELD) of the Government of Sindh invites Expression of Interest for shortlisting of reputed, experienced and registered firms/consortia/ or joint ventures for the management and operation of select public schools.

This Expression of Interest (EOI) is applicable for all the public sector schools, other than Sindh Basic Education Program (SBEP) schools for which a separate shortlisting has already been done, in the Province of Sindh under Public Private Partnership mode.

## **The Project**

The GoS aims to contract credible Education Management Organizations (EMOs) from the private sector to manage and improve the functioning of public sector schools by introducing innovations, modernizing the education system, addressing management gaps, maintaining and upgrading the school facilities (where required), and cooperatively working along with teachers, schools' staff, school management committees, surrounding communities and local tiers of the Education and Literacy Department. In order to improve the standard of education in the Province of Sindh, the GoS, acting through the ELD, envisages a Public Private Partnership model, for the introduction of EMOs in Sindh.

## **Project Structure**

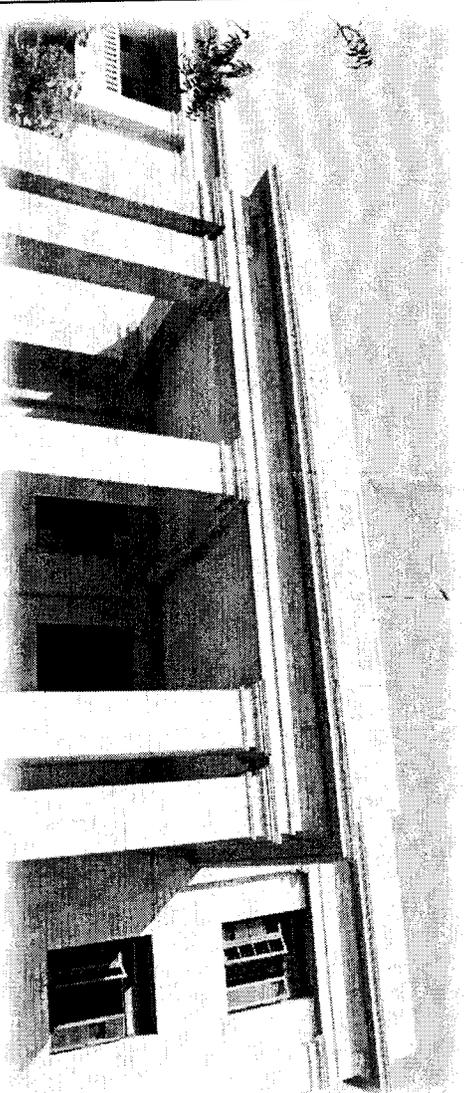
The Project shall be structured as a multi-year management contract, which shall include, inter alia, the responsibility of managing and operating select public sector schools and achieving the key performance indicators set by the Government of Sindh. The ownership, however, of the public sector schools will remain with the Government of Sindh.

## **Shortlisting Document**

The Shortlisting Document for submission may be downloaded free of cost from: [www.sindheducation.gov.pk](http://www.sindheducation.gov.pk) and [www.pprasinhd.gov.pk](http://www.pprasinhd.gov.pk). The hard copy of the Shortlisting Document may also be obtained free of cost from the office of the PPP (NODE).

## **Address for Submission and Opening of Shortlisting Document**

Duly filled in Prequalification Documents, along with the required annexures and documents must reach the Office of the Director, Public Private Partnership (NODE), Education and Literacy Department, Government of Sindh, 2<sup>nd</sup> Floor, Old KDA Building, Secretariat No.3, Karachi, no later than 2.00 p.m. on January 25, 2016. The Shortlisting Document will be opened on the same day within one hour of submission deadline at the office of the Additional Secretary (Education). In case of holiday on the due date the bid submission and open date would be the next working day.



## **Contact for Queries:**

Director, Public Private Partnership (NODE)

Education and Literacy Department, Government of Sindh,  
2<sup>nd</sup> Floor, Old KDA Building, Secretariat No.3, Karachi.

Contact: 021-99211180

Fax Number: 021-99211311

Email: [ppp.node@sindheducation.gov.pk](mailto:ppp.node@sindheducation.gov.pk)



GOVERNMENT OF SINDH  
SERVICES, GENERAL ADMINISTRATION  
AND CO-ORDINATION DEPARTMENT

**NOTIFICATION**

**NO:SO(C-IV)SGA&CD/4-22/14:** In pursuance of Rule-82(2) of the Sindh Public Procurement Rules, 2010, the Government of Sindh is pleased to constitute a Technical and Financial Evaluation Committee (TFEC) to hire services of a Management Organization/Agency for providing management functions to schools under Public Private Partnership (PPP) mode with the following composition and TORs;

1.	Secretary Education & Literacy Department, Govt. of Sindh	Chairman
2.	Secretary, Finance Department, Government of Sindh	Member
3.	Additional Secretary (GA), Education & Literacy Department, Government of Sindh.	Member
4.	Director General, PPP Unit, Finance Department, Government of Sindh.	Member
5.	Director, PPP Node, Education & Literacy Department, Government of Sindh.	Member/Secretary

**Terms of Reference:**

- The Committee shall review and approve draft contract and other relevant document prepared by Education & Literacy Department in consultation with PPP Unit, Finance Department, Government of Sindh.
- The Committee shall recommend the identified EMO to the PPP Policy Board for its final approval.
- The Committee shall perform any other task assigned to it by the PPP Policy Board Sindh.

SAJJAD SALEEM HOTIANA  
CHIEF SECRETARY SINDH

**NO:SO(C-IV)SGA&CD/4-22/14**

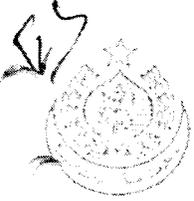
**Karachi, dated the 24<sup>th</sup> September, 2014.**

Copy is forwarded for information & necessary action to:-

- Additional Chief Secretary (All), Government of Sindh, Karachi.
- Secretary to Governor Sindh.
- Secretary to Chief Minister Sindh.
- Administrative Secretaries (all), Government of Sindh.
- Chairman / Members (all) of the Committee.
- Deputy Secretary (Staff) to Chief Secretary Sindh.
- P.S. to Chief Secretary Sindh.
- P.S. to Secretary (I&C), SGA&CD.
- ✓ ➤ Master file.

  
24/9/14

(Owais Nazir Mughal)  
SECTION OFFICER (C-IV)



GOVERNMENT OF SINDH  
SERVICES, GENERAL ADMINISTRATION &  
COORDINATION DEPARTMENT

9430

NOTIFICATION

NO:SO(C-IV)SGA&CD/4-22/14: In partial modification of this department's notification of even number dated 24<sup>th</sup> September, 2014, the Government of Sindh is pleased to revise Terms of Reference of Technical and Financial Evaluation Committee (TFEC) to hire services of Education Management Organizations / Agencies (EMO) for providing management functions to schools under PPP mode as under:

- i. The Committee shall oversee selection process of private partner (EMOs);
- ii. The Committee may extend the date in respect of any activity of the Project Timeline in accordance with the provisions of Sindh Public Procurement Rules, 2010 (and as amended time to time).
- iii. The Committee shall review and approve the Bidding Documents such as evaluation (selection) criteria, Expression of Interest (EOI), Pre-Qualification Documents, Request for Proposal (RFP), Management Contract, Project Brief, Information Memorandum and any other document, for the purpose of issuing the same to the prospective bidders, by the Procuring Agency;
- iv. The Committee or its authorized representatives may, if the need be, hold pre-bid conference with the pre-qualified bidders, and address query of the bidder leading to finalization of the RFP and draft Management Contract;
- v. The Committee shall recommend the preferred bidder to the PPP Policy Board for signing of the Management Contract by the procuring agency under the PPP Act 2010;
- vi. The Committee shall perform any other task assigned to it by the PPP Policy Board in the context of EMOs. Moreover, the Committee shall be authorized to perform any task it deems appropriate to facilitate/ execution of the Management Contract(s), specific approval of which may not be required by the PPP Policy Board.;

EDUCATION & LITERACY DEPARTMENT  
GOVERNMENT OF SINDH

Dy. No. 22-63 Date 2/6/15

CHIEF SECRETARY SINDH

Karachi, dated the 29<sup>th</sup> May, 2015.

NO:SO(C-IV)SGA&CD/4-22/14:

Copy is forwarded for information & necessary action to:-

- ✓ Additional Chief Secretary (All), Government of Sindh, Karachi.
- ✓ Principal Secretary to Governor Sindh.
- ✓ Principal Secretary to Chief Minister Sindh.
- ✓ Administrative Secretaries (all), Government of Sindh.
- ✓ Chairman / Members (all) of the Committee.
- ✓ Deputy Secretary (Staff) to Chief Secretary.
- ✓ P.S. to Chief Secretary Sindh.
- ✓ P.S. to Secretary (I&C) SGA&CD.
- ✓ Master file.

Educator

*[Signature]*  
29/5/15

(Owais Nazir Mughal)  
SECTION OFFICER (C-IV)

Inspector  
PPP- mode -  
Mr. Fauzaj.

Dis. PPP  
No. 16

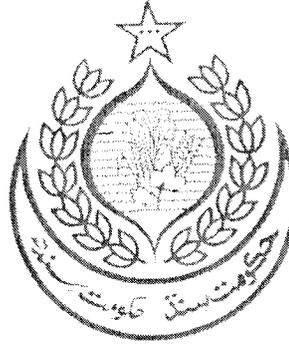
**SC21024 (024)  
EDUCATION**

<b>096101 SECRETARIAT / POLICY / CURRICULUM</b>					
FUNCTIONAL CUM OBJECT CLASSIFICATION AND PARTICULARS OF THE SCHEME	NUMBER OF POSTS		BUDGET ESTIMATES	REVISED ESTIMATES	BUDGET ESTIMATES
	2014-2015	2015-2016	2014-2015	2014-2015	2015-2016
			Rs	Rs	Rs
<b>09</b>	<b>EDU. AFFAIRS &amp; SERV.</b>				
<b>096</b>	<b>ADMINISTRATION</b>				
<b>0961</b>	<b>ADMINISTRATION</b>				
<b>096101</b>	<b>SECRETARIAT / POLICY / CURRICULUM</b>				
<b>KA4195</b>	<b>EDUCATION DEPARTMENT (SECRETARIAT)</b>				
<b>A05</b>	<b>TOTAL GRANTS SUBSIDIES AND WRITE OF</b>		<u>6,664,404,000</u>	<u>2,380,003,000</u>	<u>2,235,004,000</u>
<b>A052</b>	<b>TOTAL GRANTS-DOMESTIC</b>		<u>6,664,404,000</u>	<u>2,380,003,000</u>	<u>2,235,004,000</u>
A05206	To Non Financial Institutions		<u>5,000,000,000</u>		
03	Grants to Universities in Sindh		5,000,000,000		
A05216	Fin. Assis. to the families of G. Serv. who expire		200,000,000	200,000,000	200,000,000
A05270	To Others		<u>1,464,404,000</u>	<u>2,180,003,000</u>	<u>2,035,004,000</u>
006	School N S Utility,Contract HR&Innovation Fund,Spl Intervention&EMO Operation Cost		200,000,000	200,000,000	500,000,000
007	Special Grant-in-Aid One Time For Telent Hunt Program (THP) by IBA Sukkur		10,000,000	10,000,000	
10	Others Grant to Army Public School Badin		3,000,000	3,000,000	3,000,000
105	Provision for Conducting Competency Test of existing Teachers in Sindh.		30,000,000	30,000,000	
11	Others Grant to Army Public School Dadu		3,000,000	3,000,000	5,000,000
12	Others Grant to Army Public School Mithi		3,000,000	3,000,000	5,000,000
13	Others Grant to Public School Nawabshah		3,000,000	3,000,000	3,000,000
15	Others Grant to Public School Naushero Feroze		3,000,000	3,000,000	3,000,000
16	Others Grant to Cadet College Petaro		15,000,000	18,488,000	20,000,000
17	Others Grant to Cadet College Larkana		10,000,000	10,000,000	15,000,000
18	Others Grant to Cadet College Sanghar		5,000,000	5,000,000	5,000,000
184	Grants for Endowment Fund for Scholarships for Higher Education.		250,000,000	250,000,000	250,000,000
188	Grant in Aid to Army Public Schools and Colleges Chahchro.		3,000,000	3,000,000	5,000,000
189	Grant in Aid to Army Public Schools and Colleges Sehwan.		3,000,000	3,000,000	5,000,000
2	Others Grant to Public School Hyderabad		3,000,000	119,500,000	10,000,000
20	Grant in Aid to Sindh Madressh Board Q-Azam Public School Darsano Channo.		20,000,000	20,000,000	50,000,000
219	Others Grant to Cadet College Pano Akil		10,000,000	10,000,000	10,000,000
220	Provision for Merit Scholarship		50,000,000	50,000,000	
222	Others Grant-in-aid to IBA Community College Khairpur		20,000,000	20,000,000	20,000,000
223	Provision for Rehabilitation of Colleges in Sindh through Committee		100,000,000	100,000,000	
24	Others Scholarship to Position Holder in Sindh		2,400,000	2,400,000	
241	Others Grant-in-aid to Cadet College Ghotki		5,000,000	5,000,000	5,000,000
247	Grant-in-aid to IBA Community College Dadu		20,000,000	20,000,000	20,000,000
248	Emergent need of the Education & Literacy Department				200,000,000
249	Sports & Co-Curriculum Activities		10,000,000	10,000,000	
251	Grant-in-Aid to Sindh Madressa tul Islam University Karachi		100,000,000	100,000,000	100,000,000
252	Grant-in-Aid to Dawood College of Engineering & Technology, Karachi		116,004,000	116,004,000	116,004,000
269	Grant For Endowment Fund For Scholarship For School Side				100,000,000
270	Grant For Procurement Of A Fire Tender For Cadet College Petaro (One Time)				15,000,000

**SHORTLISTING DOCUMENT**

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**INSTRUCTIONS TO PROSPECTIVE BIDDERS**



**EDUCATION AND LITERACY DEPARTMENT**

**SINDH EDUCATION MANAGEMENT ORGANIZATIONS**

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**[06-01-2016]**

## **IMPORTANT NOTICE/DISCLAIMER**

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This Shortlisting Document is provided to the recipient solely for use in preparing and submitting applications for Shortlisting in connection with the reform policy namely Sindh Education Management Organizations (SEMO 2015). This Shortlisting Document is being issued by the Education and Literacy Department, Government of Sindh solely for use by Prospective Bidders in considering the Program.

*Unless expressly specified otherwise, all capitalized terms used herein shall bear the meaning ascribed thereto in the Glossary of this Shortlisting Document.*

The evaluation criteria were determined by the Education and Literacy Department, Government of Sindh. The Education and Literacy Department, nor its consultants, advisors, employees, personnel, 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 tender process for the Program and the same shall have no liability for this Shortlisting Document or for any other written or oral communication transmitted to the recipient in the course of the recipient's evaluation of the shortlisting documents. The Education and Literacy Department, nor its employees, personnel, agents, consultants, advisors and 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 this Shortlisting Document or otherwise in connection with the Program as contemplated herein.

The Shortlisting Applications submitted in response to this Shortlisting Document by any of the Prospective Bidders shall be upon the full understanding and agreement of any and all terms of this Shortlisting Document and such submission shall be deemed as an acceptance to all the terms and conditions stated in this Shortlisting Document.

Any Shortlisting Applications in response to this Shortlisting Document submitted by any of the Prospective Bidder shall be construed based on the understanding that the Prospective Bidder has done a complete and careful examination of this Shortlisting Document and has independently verified all the information received (whether written or oral) from the Government (including from its employees, personnel, agents, consultants, advisors and contractors etc.).

This Shortlisting Document shall neither constitute a solicitation to invest, or otherwise participate, in the Program, nor shall it constitute a guarantee or commitment of any nature on the part of the Government that the Program will be awarded. The Education and Literacy Department reserves its right, in its full discretion, to modify the Shortlisting Document and/or the Program 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.

**GLOSSARY**

<b>AFFILIATE COMPANY</b>	The term shall bear the meaning as ascribed thereto in Section 4.3.1.
<b>ANNEXURE</b>	The term shall mean the annexure of this Shortlisting Document.
<b>ARTICLES OF ASSOCIATION</b>	The Articles of Association of the Prospective Bidder.
<b>AUTHORITY/ EDUCATION AND LITERACY DEPARTMENT</b>	The 'Education and Literacy Department', Government of Sindh.
<b>BOARD OF DIRECTORS</b>	The Board of Directors of the Prospective Bidders.
<b>CONCESSION AGREEMENT</b>	The term shall bear the meaning as ascribed thereto in Section 2.2.2.
<b>CONSORTIUM</b>	The term shall bear the meaning as ascribed thereto in Section 3.1.1.
<b>CONTROL</b>	The term shall bear the meaning as ascribed thereto in Section 4.3.2.
<b>EMO</b>	Education Management Organization.
<b>ESTIMATED TIMETABLE</b>	The term shall bear the meaning as ascribed thereto in Section 4.8.1.
<b>GOVERNMENT/GOVERNMENT OF SINDH/GOS</b>	The term shall bear the meaning ascribed to the term 'Government' under the PPP Act, the same being the 'Government of Sindh'.
<b>INVITATION FOR SHORTLISTING</b>	The term shall bear the meaning as ascribed thereto in Section 3.
<b>LEAD MEMBER</b>	The term shall bear the meaning as ascribed thereto in Section 3.1.2.
<b>MEMORANDUM OF ASSOCIATION</b>	The Memorandum of Association of the Prospective Bidder.
<b>NON-PREQUALIFIED BIDDER</b>	The term shall bear the meaning as ascribed thereto in Section 6.2.3.
<b>OPERATOR</b>	The term shall bear the meaning as ascribed thereto in Section 2.2.2.
<b>POWER OF ATTORNEY</b>	The Power of Attorney to be provided by the Prospective Bidder in the form prescribed in <b>ANNEXURE 4 (POWER OF ATTORNEY)</b> .
<b>PPP ACT</b>	The Sindh Public-Private Partnership Act, 2010 (as amended from time to time).
<b>PPP NODE</b>	The Public Private Partnership Node (PPP Node), Education & Literacy Department, Government of Sindh
<b>PREQUALIFIED BIDDER</b>	The term shall bear the meaning as ascribed thereto in Section 6.2.2.
<b>PROCURING AGENCY</b>	The term shall bear the meaning ascribed to the term ' <i>procuring agency</i> ' under the PPP Act, the same being the Education and Literacy Department for the Program.

<b>PROSPECTIVE BIDDER</b>	A person, enterprise or consortium that submits the Shortlisting Applications in response to this Shortlisting Document.
<b>RESPONSE TO QUESTIONS DOCUMENT</b>	The term shall bear the meaning as ascribed thereto in Section 4.7.
<b>SECTION</b>	The term shall mean any section of this Shortlisting Document.
<b>SHORTLISTING APPLICATION FORM</b>	An application duly executed by the duly authorized representative of the Prospective Bidder (or if the Prospective Bidder is a Consortium, the duly authorized representative of the Lead Member) in the form attached hereto at <b>ANNEXURE 2 (SHORTLISTING APPLICATION FORM)</b> .
<b>SHORTLISTING APPLICATION SUBMISSION DEADLINE</b>	The term shall bear the meaning as ascribed thereto in Section 5.3.
<b>SHORTLISTING APPLICATIONS</b>	The shortlisting application and documents required to be submitted by the Prospective Bidders in terms of and in accordance with this Shortlisting Document.
<b>SHORTLISTING CRITERIA</b>	The term shall bear the meaning as ascribed thereto in Section 4.3.
<b>SHORTLISTING DOCUMENT</b>	This 'Shortlisting Document, Instruction to Prospective Bidders', including all annexures attached hereto.
<b>SINDH EDUCATION MANAGEMENT ORGANIZATION / PROGRAM</b>	The 'Sindh Education Management Organizations Program', as described in Section 2.
<b>TECHNICAL CRITERION</b>	The term shall mean the Technical Criterion prescribed in Section 4.3.

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**LIST OF ANNEXURES**

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**ANNEXURE 1 - DATA SHEET**

**ANNEXURE 2 - SHORTLISTING APPLICATION FORM**

**ANNEXURE 3 - BASIC INFORMATION FORM**

**ANNEXURE 4 - POWER OF ATTORNEY**

**ANNEXURE 5 - EXPERIENCE FORM (DQC1)**

**ANNEXURE 6 - FINANCIAL DATA FORM (DQC 2)**

**ANNEXURE 7 - PARENT COMPANY LETTER OF COMFORT**

**ANNEXURE 8 - AFFIDAVIT**

## **1. INTRODUCTION & SCOPE**

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The Education and Literacy Department, Government of Sindh, invites Shortlisting Applications from Prospective Bidders for undertaking the Program involving the management and operation of public schools in the Province of Sindh.

## **2. PROGRAM DESCRIPTION**

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### **2.1 GENERAL**

2.1.1 In order to improve the standard of education in the province of Sindh, the Government, acting through the Authority, envisages a Public Private Partnership model, for the introduction of EMOs in Sindh. The EMO program is for public sector schools, facilities and institutions. The Government aims to contract credible EMOs from the private sector to manage and improve the functioning of public schools, facilities and institutions by introducing innovations, modernizing the education system, addressing management gaps, maintaining and upgrading of facilities, infrastructure development and cooperatively working with teachers, schools' staff, school management committees, surrounding communities and local tiers of the Education and Literacy Department.

2.1.2 The Program is an important part of the Government's strategy towards developing Sindh's education sector and improving the literacy rate. In 2013, the Government of Sindh passed the Sindh Right of Children to Free and Compulsory Education Act in compliance with Article 25-A of the Constitution of Pakistan. The legislation has placed a renewed obligation on the Government of Sindh, to take steps to address the weak performance of the education sector. Accordingly, the public schools managed and run by the EMOs will function under the given constitutional provision and the aforesaid Act passed thereafter. The education in such public schools will remain free of charge for all the students.

2.1.4 The Authority's key objectives for the Program include:

- (i) Improving the functioning of public schools through innovation and modernization of the education system;
- (ii) Reducing inefficiencies and addressing the management gaps in public education;
- (iii) Delivering better quality education to the children in the province of Sindh; and
- (iv) Encouraging greater private sector investment in the education sector, in particular in the rural and less developed areas of the province of Sindh.

### **2.2 PROGRAM STRUCTURE**

2.2.1 The Authority's objective is to implement the Program for public schools in the province of Sindh.

2.2.2 The Program shall be structured as a multi-year (e.g. 10 year) **Management Contract** (with a possibility of extension for a further period and annual audit based review on performance) which shall include, *inter alia*, the responsibility of managing and operating certain public schools and achieving the Key Performance Indicators (KPIs) set by the Government (a "**Concession Agreement**"). The ownership of the public schools will remain with the Government; however, the right to operate and run such public schools will vest with the private party or EMOs ("**Operator**"). The program is focused on the non-SBEP (Sindh Basic Education Program) schools.

- 2.2.3 For the duration of the given Concession Agreement, the relevant Operator will be responsible for managing the public school(s) assigned to such Operator along with managing the government and non-government teachers and other school staff. Further detail on the performance criteria to be met by the Operator will be provided to Prequalified Bidders at a later stage in this process.

### **3. PROSPECTIVE BIDDERS**

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This Shortlisting Document is addressed to all persons having requested it in accordance with the Expression of Interest published in Daily DAWN, JUNG & KAWISH Newspapers on 6-01-2016, and on the following websites: Education and Literacy Department [www.sindheducation.gov.pk](http://www.sindheducation.gov.pk) and Sindh Public Procurement Regulatory Authority [www.pprasindh.gov.pk](http://www.pprasindh.gov.pk).

#### **3.1 CONSORTIUM-LEAD MEMBERS**

- 3.1.1 A Prospective Bidder for the Program may be an individual, a single entity or may take the form of a consortium (a “**Consortium**”) comprising of companies, firms, corporate bodies or other legal entities as permitted under the Companies Ordinance 1984. In case of an individual, subsequent to successful Shortlisting hereunder the individual may be required to register a company or other entity in which such shortlisted individual shall be a majority shareholder /member or shall otherwise have a right to appoint majority of the directors or board members of an equivalent governing body, which entity (if successful) would ultimately enter into the Concession Agreement with the Authority.
- 3.1.2 Each Consortium shall appoint and authorize one (1) lead member (the “**Lead Member**”) to represent and irrevocably bind all members of the Consortium in all matters connected with the shortlisting and tendering process including but not limited to the submission of the Shortlisting Application on behalf of the Consortium.

#### **3.2 CONSORTIUM PARTICIPATION RESTRICTIONS**

- 3.2.1 No Prospective Bidder or Consortium member may prequalify if it owns more than five per cent (5%) of the shares (directly or indirectly, in terms of voting rights and/or rights to dividends) of another Prospective Bidder or member of another Consortium.
- 3.2.2 No Prospective Bidder or Consortium member may prequalify if it has any representative on the Board of Directors (or equivalent managing body) of another Prospective Bidder or member of another Consortium.
- 3.2.3 Notwithstanding the foregoing, a Prospective Bidder or Consortium may prequalify if it can present evidence reasonably satisfactory to the Authority that arrangements have been established such that any such cross shareholdings or common directorships do not materially affect the independent investment decisions of the Prospective Bidder or Consortium in which such cross shareholding or common directorship exists.

#### **3.3 EVALUATION REQUIREMENTS**

- 3.3.1 If the Prospective Bidder is a Consortium it shall clearly indicate in its response which Consortium member(s) are to be evaluated for each such Shortlisting Criteria.

### **3.4 INELIGIBILITY OF A PROSPECTIVE BIDDER**

- 3.4.1 If the Prospective Bidder or a Consortium member has been barred by any central, state or local government or government instrumentality in Pakistan or in any other jurisdiction to which the Prospective Bidder or a Consortium member belongs or in which the Prospective Bidder or a Consortium member conducts its business, from participating in any project on a private participation basis and the bar subsists as on the Shortlisting Application Submission Deadline, such entity shall not be eligible to submit a Shortlisting Application, either individually or as a Consortium member.
- 3.4.2 A Prospective Bidder (and in the case of a Consortium, any member) should not have, in the 5 (five) years preceding the Shortlisting Application Submission Deadline:
- (a) failed to perform any contract with the Government, federal government, or local or provincial governments, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Prospective Bidder or Consortium member as the case may be; or
  - (b) been expelled from any project or contract by any public entity or authority; or
  - (c) had any contract terminated by any government or government instrumentality for breach by such Prospective Bidder or Consortium member.

### **3.5 COSTS**

- 3.5.1 The Prospective Bidder shall bear all costs, fees and expenses associated with the preparation and submission of its Shortlisting Application, including, without limitation, all costs and expenses related to the Prospective Bidder's preparation of responses to questions or requests for clarification.

### **3.6 NO CONTRACT**

- 3.6.1 No contract whatsoever is created by or arises from this Shortlisting Document, which, under no circumstances, constitutes an offer to enter into any contract or arrangement of any nature whatsoever with any party whatsoever.
- 3.6.2 The Government, the Authority and any of their departments, employees, consultants, advisors and/or personnel shall not have any obligation, responsibility, commitment, or legal liability of any nature whatsoever towards any Prospective Bidder arising from this Shortlisting Document or any Shortlisting Applications submitted in response to it.

## **4. SHORTLISTING: PREPARATION**

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### **4.1 LANGUAGE OF SHORTLISTING APPLICATION**

- 4.1.1 The Shortlisting Applications prepared by the Prospective Bidder, and all correspondence and documents related to the Shortlisting Applications shall be submitted in English, as specified in ANNEXURE 1 (*DATA SHEET*).

### **4.2 DOCUMENTS COMPRISING THE SHORTLISTING APPLICATION**

- 4.2.1 The Shortlisting Applications submitted by the Prospective Bidders shall comprise the following documents:
- (a) Part I – the information required by Section 4.3;

- (b) Part II – the documents or information required by Section 4.4;
- (c) Part III – where the Prospective Bidder is a Consortium, the documents required by Section 4.5; and
- (d) Part IV – the power of attorney required by Section 4.6.

Shortlisting Applications shall contain no fees or fee schedules or other reference to rates and fees for undertaking the Program. Shortlisting Applications containing such fee related information will be rejected.

#### 4.3 PART I – SHORTLISTING CRITERIA

In Part I of the Shortlisting Application, the Prospective Bidder shall submit proof that it meets the Shortlisting criteria set out below (the “**Shortlisting Criteria**”).

Qualification Criteria	Required Documents/Forms
<p><b>QC1: Technical Criterion 1</b></p> <p>The Prospective Bidder, or if the Prospective Bidder is a Consortium, at least one of the Consortium members, shall have experience in the management and operation of educational institutions of at least 05 years.</p>	<p><b>DQC1: Experience</b></p> <p>The Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium members, shall provide its list of relevant projects/sites in the form presented in <b>ANNEXURE 5 (EXPERIENCE FORM)</b>, along with supporting documentation in the form of a confirmation letter either from an independent auditor, a regular donor or a gazetted officer of the government, to demonstrate that it satisfies this criterion.</p>
<p><b>QC2: Financial Criterion 1</b></p> <p>The Prospective Bidder, or if the Prospective Bidder is a Consortium, the Lead Member, shall have a Net Worth<sup>1</sup> of at least PKR 5,000,000 (Pak Rupees Three Million) or equivalent at the end of the last two (2) full financial years.</p>	<p><b>DQC2: Audited Financial Statements</b></p> <p>The Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, shall provide the required financial data in the forms presented in <b>ANNEXURE 6 (FINANCIAL DATA FORM)</b>, along with (i) audited financial statements, duly certified by a certified chartered accountant, for the most recent two (2) full financial years for which such statements are available, and</p>

##### 4.3.1 TECHNICAL CRITERIA - SUBMISSION OF EVIDENCE FROM SUBSIDIARIES

The Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, may include evidence of projects undertaken by one or several Affiliate Companies (as defined below) to satisfy Technical Criteria QC1.

<sup>1</sup> "Net Worth": means the value of total assets less total liabilities of the entity concerned at the end of a financial year.

For purposes of the above, an “Affiliate Company” means any corporate entity Controlled by the Prospective Bidder, or if the Prospective Bidder is a Consortium, by the relevant Consortium member, and “Control” means having, directly or indirectly, a majority of the voting securities or a majority representation on the Board of Directors (or other similar constituent body) of the given entity. For the avoidance of doubt, projects undertaken by other companies of the same corporate group, which do not comply with the above definition of an Affiliate Company, such as parent companies or sister companies, shall not be taken into account to satisfy Technical Criteria QC1.

In case the Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, includes evidence of projects undertaken by one or several Affiliate Companies, it shall submit, in addition to all other documentation required by this Shortlisting Document, the documentation specified in Section 4.4(b) with respect to each relevant Affiliate Company.

#### 4.3.2 **FINANCIAL CRITERIA - SUBMISSION OF EVIDENCE FROM PARENT COMPANY**

The Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, may choose to present financial statements from a Parent Company to satisfy Financial Criteria in QC2.

For purposes of the above, “the Parent Company” means any corporate entity Controlling the Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, and “Control” means having, directly or indirectly, a majority of the voting securities or a majority representation on the Board of Directors (or other similar constituent body) of the given entity.

In case the Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, chooses to present financial statements from a Parent Company, it shall submit, in addition to all other documentation required by this Shortlisting Document, the documentation specified in Section 4.4(b) with respect to the Parent Company.

In such cases, the Parent Company shall guarantee to the Authority the Prospective Bidder's financial obligations under the Concession Agreement. For purposes of the above, the Parent Company shall provide an executed letter of support in the form attached as **ANNEXURE 7 (PARENT COMPANY LETTER OF COMFORT)**.

#### 4.4 **PART II – SHORTLISTING FORM AND OTHER DOCUMENTS**

In Part II of the Shortlisting Application, each Prospective Bidder shall provide the following:

- (a) A Shortlisting Application signed by the Prospective Bidder (or if the Prospective Bidder is a Consortium, the Lead Member) in the form of **ANNEXURE 2 (SHORTLISTING APPLICATION FORM)**.
- (b) The following legal documents and background information:
  - (i) basic information on the Prospective Bidder (or if the Prospective Bidder is a Consortium, each member of a Consortium), as detailed in **ANNEXURE 3 (BASIC INFORMATION FORM)**, including an up-to-date list of shareholders or members of the Prospective Bidder (or one list for each Consortium member);
  - (ii) an attested copy of the Prospective Bidder's certificate of incorporation or registration (or, if the Prospective Bidder is a Consortium, each of its members);

- (c) An Affidavit, in the form of **ANNEXURE 8 (AFFIDAVIT)**, confirming that the Prospective Bidder (or, if the Prospective Bidder is a Consortium, each member of the Consortium):
- (i) is not in bankruptcy or liquidation proceedings;
  - (ii) has not been convicted of fraud, corruption, collusion or money laundering;
  - (iii) is not aware of any conflict of interest or potential conflict of interest arising from prior or existing contracts or relationships which could materially affect its capability to comply with the obligations under the Concession Agreement; and
  - (iv) does not fall within any of the circumstances for ineligibility listed in Section 3.4 (*Ineligibility of a Prospective Bidder*).

#### **4.5 PART III – CONSORTIA DOCUMENTS AND REQUIREMENTS**

If the Prospective Bidder is a Consortium, there must be a Lead Member who is duly authorized (through a power of attorney signed in front of a notary, as described in Section 4.6) by all other Consortium members to act on their behalf and provide an undertaking that there will be no change in the constitution of the Consortium without the prior written consent of the Authority.

A Prospective Bidder wishing to qualify as a Consortium shall submit, as Part III of the Shortlisting Application, a written commitment, in the form of a letter duly executed by the legal representative of each Consortium member, which:

- (a) confirms each member's commitment to the Consortium; and
- (b) identifies the member that will assume the role of Lead Member on behalf of the other members, with the authority to commit all members.

#### **4.6 PART IV – POWER OF ATTORNEY**

Each Prospective Bidder (or if the Prospective Bidder is a Consortium, each Consortium member) shall provide, as Part IV of the Shortlisting Application, a written power of attorney in the form attached hereto as **ANNEXURE 4 (POWER OF ATTORNEY)**, duly notarized, indicating that the person(s) signing the Shortlisting Application has(ve) the authority to sign.

#### **4.7 CLARIFICATIONS**

A Prospective Bidder requiring any clarification on the Shortlisting Document, Shortlisting Applications, Shortlisting Criteria or any of the requirements set out herein, may send request for clarification to the Director, PPP Node at the e-mail addresses indicated in **ANNEXURE 1 (DATA SHEET)**. Any such request for clarification shall be addressed before 2:00 P.M. (Pakistan time) on 20-01-2016.

Electronic copies of the response, including an explanation of the query without identification of its source (the "**Response to Questions Document**"), will be sent to all Prospective Bidders who have requested the Shortlisting Document. If similar or repeated queries are made by Prospective Bidders, those queries may be listed as one query and responded to only once.

#### **4.8 TIMETABLE**

- 4.8.1 The estimated timetable is as follows (the "**Estimated Timetable**");

### Indicative Transaction Timetable\*

Activity	Target Date
Invitation for Shortlisting	06-01-2016
Clarification Requests Submission Deadline	20-01-2016
<b>Shortlisting Applications Submission Deadline</b>	25-01-2016

\* The timetable is presented for indicative purposes only.

The Authority may, in its sole discretion and without prior notice to the Prospective Bidders, amend the Estimated Timetable. The Authority shall not incur any liability whatsoever arising out of amendments to the Estimated Timetable. The Authority shall notify the Prospective Bidders of changes to the Estimated Timetable.

## **5. SHORTLISTING APPLICATION: SUBMISSION**

### **5.1 FORMAT AND SIGNING OF THE SHORTLISTING APPLICATION**

- 5.1.1 Each Prospective Bidder shall prepare and submit one (1) printed original, and (1) electronic copy (on DVD or USB drive) of its relevant Shortlisting Application, as specified in ANNEXURE 1 (*DATA SHEET*), clearly marking it as “ORIGINAL”, etc. as appropriate.
- 5.1.2 The original copy of the Shortlisting Application, consisting of the documents listed in Section 4.2, shall be typed or written in indelible ink. The person or persons duly authorized to bind the Prospective Bidder shall sign the Shortlisting Application by:
- (i) signing the original of the relevant Shortlisting Application; and
- 5.1.3 The relevant Shortlisting Application shall contain no alterations, omissions or additions, unless such corrections are signed by the person or persons signing the Shortlisting Applications.
- 5.1.4 The DVD or USB drive requested shall include a table of contents, shall be free of any virus and shall contain non-compressed and non-protected files in printable and reproducible formats.

### **5.2 SEALING AND MARKING OF SHORTLISTING APPLICATIONS**

- 5.2.1 The Prospective Bidder shall seal the original Shortlisting Application as specified in Section 4.2, and shall mark the envelope as “SHORTLISTING APPLICATION – ORIGINAL”. The envelope shall:
- (i) be addressed to the Authority at the following address:

**PPP NODE, EDUCATION AND LITERACY DEPARTMENT**  
**Mr. Tauseef Lateef**  
**Director**  
**Public Private Partnership (NODE)**  
**2<sup>nd</sup> Floor, Old KDA Building, Secretariat No.3, Karachi.**  
**Tel: +92-21-99211180**  
**Fax: +92-21-99211311**

and

- (ii) bear the words: “**SINDH EDUCATION MANAGEMENT ORGANIZATION. DO NOT OPEN BEFORE 2:00 P.M. PAKISTAN TIME, 25-01-2016**”

The envelope shall indicate the name and address of the Prospective Bidder (in case of a Consortium, the name and address of the Lead Member) to enable the relevant Shortlisting Application to be returned unopened in the event that it is declared “late”.

- 5.2.2 The DVD or USB drive requested shall be submitted together with the printed Shortlisting Application as provided in **ANNEXURE 1 (DATA SHEET)**. For the avoidance of doubt, it is expressly specified that the Prospective Bidders shall not be allowed to submit their Shortlisting Applications by e-mail.

### **5.3 DEADLINE FOR SUBMISSION OF SHORTLISTING APPLICATIONS**

Shortlisting Applications shall be submitted to the Authority at the address specified above no later than **2:00 P.M. PAKISTAN TIME, 25-01-2016** (the “**Shortlisting Application Submission Deadline**”).

Any Shortlisting Application submitted after the Shortlisting Application Submission Deadline shall be rejected and shall be returned unopened to the Prospective Bidder (or in case of a Consortium, to the Lead Member) who sent it.

## **6. SHORTLISTING APPLICATION: OPENING AND EVALUATION**

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### **6.1 PRELIMINARY EXAMINATION OF SHORTLISTING APPLICATIONS**

The Authority will carry out a preliminary examination of each Shortlisting Application to determine whether it is complete, whether the documents have been properly signed, and whether it is generally in order.

Where the Authority deems it convenient or necessary, it may request supplementary information or documentation from a Prospective Bidder (including each member of a Consortium) for determining its eligibility for shortlisting. Whenever such request is made, the Prospective Bidder shall provide the same to the Authority at the addresses specified in **ANNEXURE 1 (DATA SHEET)**, by such date as may be specified by the Authority.

Any Shortlisting Application found to be non-responsive will be rejected by the Authority and not included for further consideration of the substance of the application.

### **6.2 EVALUATION OF THE SHORTLISTING APPLICATION**

- 6.2.1 The Authority will carry out a detailed evaluation of the Shortlisting Applications that have not been rejected after the preliminary examination in order to determine whether they are substantively responsive to the Shortlisting Criteria. In order to reach such a determination, the Authority will examine the information supplied by the Prospective Bidders, pursuant to this Section 6.2, and other requirements, taking into account the following factor:

**Shortlisting Criteria specified in Section 4.3 Part I are based on "pass"/"fail" for each such criteria.**

- 6.2.2 A Prospective Bidder whose Shortlisting Application is determined by the Authority to be substantively responsive and as meeting the Shortlisting Criteria specified in Section 4.3 Part I and the other requirements in Section 4, shall be designated as a “**Prequalified Bidder**”.
- 6.2.3 A Prospective Bidder whose Shortlisting Application is determined by the Authority to be substantively non-responsive or as not meeting the Shortlisting Criteria specified in Section 4.3 Part I and the other requirements in Section 4, shall be designated as a “**Non-Prequalified Bidder**”.

**7. INVITATION FOR BIDS**

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At the end of the Shortlisting Applications evaluation, the Authority will either:

- (a) notify a Prospective Bidder that it has been designated as being a Non-Prequalified Bidder since its Shortlisting Application has been rejected on the grounds of being substantively non-responsive, or that it does not meet the Shortlisting Criteria and other requirements set forth in Section 4; or
- (b) notify a Prospective Bidder that it has been designated as being a Prequalified Bidder and will receive an invitation for bids.

If the Prequalified Bidder is a Consortium, it shall not change the structure of the Consortium.

If the Prequalified Bidder is an individual, it shall commence the process of registration of an entity that would ultimately submit the bidding documents.

The specific details of the tendering process, including the deadline and content for submission of bids, will be specified in the tender documents to be issued by the Authority shortly after the announcement of Prequalified Bidders.

**7.1 PARTNERING BETWEEN PREQUALIFIED BIDDERS**

Any Prequalified Bidder shall be precluded from partnering (directly or indirectly) with another Prequalified Bidder without the express written approval of the Authority, who shall be free to accept or refuse at its discretion, and in all cases taking into account the likely effects of the proposed partnering on the competitiveness of the tender process. If the Prospective Bidder is a Consortium, the above sentence shall apply to all members of the Consortium.

**7.2 PARTNERING BETWEEN PREQUALIFIED BIDDERS AND NON-PREQUALIFIED BIDDERS**

A Non-Prequalified Bidder shall be entitled to partner with a Prequalified Bidder, provided that:

- (a) the said Non-Prequalified Bidder shall not be the Lead Member of the Consortium;
- (b) the Consortium, including the Non-Prequalified Bidder, continues to fulfill all Shortlisting Criteria under Section 4.3; and
- (c) there is an express written approval of the Authority who shall be free to accept or refuse at its discretion, and in all cases taking into account the likely effects of the proposed partnering on the competitiveness of the tender process.

**ANNEXURE 1 - DATA SHEET**

The following specific data shall supplement the provisions in the Shortlisting Document.

<b>1</b>	<b>Program Name</b>	<b>Sindh Education Management Organizations</b>
<b>2</b>	<b>Address and Contact Person of Contracting Authority</b>	<b>Sindh Education and Literacy Department, Dr. Fazlullah Pechuho Secretary Education, Government of Sindh 1st Floor, Tughlaq House, Sindh Secretariat, Karachi, Pakistan. Tel: +92-21-99211225 Email: acs.edu@sindheducation.gov.pk</b>
<b>3</b>	<b>Director PPP Node</b>	<b>Mr. Tauseef Lateef Director Public Private Partnership (NODE) 2<sup>nd</sup> Floor, Old KDA Building, Secretariat No.3, Karachi. Tel: +92-21-99211180 Fax: +92-21-99211311 Email: directorppp.gos@gmail.com</b>
<b>4</b>	<b>Address for Submission of Shortlisting Applications</b>	<b>PPP NODE, EDUCATION AND LITERACY DEPARTMENT Mr. Tauseef Lateef Director Public Private Partnership (NODE) 2<sup>nd</sup> Floor, Old KDA Building, Secretariat No.3, Karachi. Tel: +92-21-99211180 Fax: +92-21-99211311 Email: ppp.node@sindheducation.gov.pk</b>
<b>5</b>	<b>Pre-qualification Application Submission Deadline</b>	2:00 P.M. Pakistan time on 25-01-2016.
<b>6</b>	<b>Language of Shortlisting Application</b>	English
<b>7</b>	<b>Number of Copies of Shortlisting Application</b>	<u>For the Authority:</u> - one (1) printed original together with one (1) electronic copy (DVD or USB drive); and <u>For PPP Node:</u> - one (1) electronic copy (DVD or USB drive).

## ANNEXURE 2 - SHORTLISTING APPLICATION FORM

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**To:** Education and Literacy Department  
Government of Sindh  
1<sup>st</sup> Floor, Tughlaq House,  
Sindh Secretariat,  
Karachi, Pakistan.

**Re:** Management and operation of certain public schools by Education Management Organizations in the province of Sindh (the “**Program**”)

[Date]

Dear Sirs,

Pursuant to the Expression of Interest dated [*Please insert the relevant date*], [*Name of Prospective Bidder*] hereby submits its Shortlisting Application in conformity with the Shortlisting Document and Instructions to Prospective Bidders dated [●] (as amended and/or supplemented from time to time) (the **Shortlisting Document**) and requests to be considered for Shortlisting for the Program.

*All capitalized terms unless defined herein shall bear the meaning as ascribed thereto in the Shortlisting Document.*

[*Name of Prospective Bidder*] hereby confirms that it:

- (a) agrees to comply with all the tender rules, laws and regulations governing the tender as issued by the relevant authorities from time to time.
- (b) accepts the right of the Sindh Education and Literacy Department to (i) request additional information reasonably required to assess the application, (ii) amend the procedures and rules or make clarifications thereof, and (iii) extend or amend the schedule of the shortlisting and the tender;
- (c) accepts the exclusive application of the federal laws of Pakistan and provincial laws of Sindh with respect to these shortlisting procedures; and
- (d) fully and completely understands and accepts the terms of the Shortlisting Document and hereby undertakes to comply with the same.

[*Name of Prospective Bidder*] hereby represents and warrants that as of the date of this letter:

- (a) all of the information submitted in this Shortlisting Application, including the enclosed forms and documents, is accurate in all respects;
- (b) [*Name of Prospective Bidder*], [including any of our Consortium members], has(ve) not been subject to any voluntary or involuntary bankruptcy or insolvency or similar proceeding during the last five (5) years; and
- (c) [*Name of Prospective Bidder*], [including any of our Consortium members], has(ve) paid all taxes due, except those which are being contested in good faith by appropriate proceedings and for which adequate reserves have been established.

Attached herewith to this Shortlisting Application are the following documents, as appropriate:

- (a) Basic Information Form (Annexure 3)
- (b) Power of Attorney (Annexure 4);
- (c) Experience Form (Annexure 5);
- (d) Financial Data Form (Annexure 6); and
- (e) Parent Company Letter of Comfort (if relevant) (Annexure 7), and
- (f) Affidavit (Annexure 8);
- (g) Other documents required in Section 4 of the Shortlisting Document.

[*Name of Prospective Bidder*] hereby designates [●] as its representative to receive notices in respect of the shortlisting and the tender at the following address, telephone and facsimile numbers:

[*Representative's address, telephone and facsimile numbers*]

[*Signature*]

In the capacity of [*position*]

Authorized to sign this Shortlisting Application for [*Name of Prospective Bidder*]

**ANNEXURE 3 - BASIC INFORMATION FORM**

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**PROSPECTIVE BIDDER INFORMATION:**

Name:

Type: (Corporation, Partnership, etc.)

Company/Entity incorporation/registration no:

Domicile:

Address of principal office:

Telephone number:

Fax number:

E-mail address:

Primary areas of business:

Shareholder/Member certificate (attach separately)

**Consortium members information: (if applicable, fill in details for all members, identifying the Lead Member and/or the member(s) to be evaluated for each of the Shortlisting Criteria set forth in Section 4.3 Part I)**

Name:

Type: (Corporation, Partnership, etc.)

Company/Entity incorporation/registration no:

Domicile:

Address of principal office:

Telephone number:

Fax number:

E-mail address:

Primary areas of business:

Shareholder/Member certificate (attach separately)

ANNEXURE 4 - POWER OF ATTORNEY

**{On a Rs.200/- Stamp Paper}**

On this ..... day of .....

Before me

The Notary in this office

The undersigned

Mr./Ms. \_\_\_\_\_

In his/her capacity as \_\_\_\_\_

Nationality

Holder of Passport or CNIC no. \_\_\_\_\_

Issued from \_\_\_\_\_

Dated \_\_\_\_\_

Residing at \_\_\_\_\_

Hereby appoints Mr./Ms. \_\_\_\_\_ in his/her capacity as \_\_\_\_\_, to:

- (a) Execute under hand, or under seal, and deliver to the competent authorities all the documents listed in Schedule 1 attached hereto;
- (b) Deliver and receive any document or instrument in relation to the documents listed in Schedule 1 attached hereto; and
- (c) Do all things necessary and incidental in respect of the matters set out herein including to do, execute and perform any other deed or act ought to be done executed or performed to perfect or otherwise give effect to the documents listed in Schedule 1.

And is hereby authorized to appoint others for all or part of the powers delegated by the present Power of Attorney.

**SCHEDULE 1**

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- A. DATED: **[INSERT DATE OF EXECUTION]**
- B. THE GRANTOR: **[INSERT NAME OF PROSPECTIVE BIDDER/CONSORTIUM MEMBER]**
- C. THE ATTORNEY: **[INSERT NAME OF REPRESENTATIVE LEAD MEMBER]**
- D. PLACE IN WHICH DOCUMENTS ARE TO BE EXECUTED AND DELIVERED: **PUBLIC PRIVATE PARTNERSHIP (PPP NODE) EDUCATION & LITERACY DEPARTMENT GOVERNMENT OF SINDH KARACHI, PAKISTAN**

E. DOCUMENTS:

ALL DOCUMENTS IN RESPECT OF THE  
AUTHORITY'S SHORTLISTING  
APPLICATION IN RELATION TO THE PROGRAM.

IN WITNESS WHEREOF the Grantor has executed this Power of Attorney [**under seal**] on the date set out above.

[SEAL]

)  
)  
)  
)

\_\_\_\_\_  
[Name / Title of Grantor representative]

**ANNEXURE 5 – EXPERIENCE FORM (DQC1)**

The Prospective Bidder, or if the Prospective Bidder is a Consortium, at least one of the Consortium members, should provide sufficient detail of its experience in the management and operation of educational institutions in five (5) of the full calendar years, to enable the Authority to evaluate fulfilment of Technical Criterion as described in Section 4.3 of this Shortlisting Document.

Individual / Company / Institution Name <sup>2</sup>	Location	Description & Size	Role of the Prospective Bidder or Consortium Member	Date of Commencement of Operations	Independent Evaluator's reference letter <sup>3</sup>
[add rows if necessary]					

<sup>2</sup> If Company Name is different from your name, please indicate relationship with your company.

<sup>3</sup> The Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium members, shall provide a letter from an independent auditor, a donor or a gazetted government officer as confirmation of each of the experiences that they list in the table of this Annexure 5.

ANNEXURE 8 - AFFIDAVIT

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{On a Rs.20/- Stamp Paper}

**To:** Education and Literacy Department  
Government of Sindh  
1<sup>st</sup> Floor, Tughlaq House,  
Sindh Secretariat,  
Karachi, Pakistan.

**Re:** Management and operation of certain public schools by Education Management Organizations in the province of Sindh (the “**Program**”)

[Date]

Pursuant to the Shortlisting Document dated [*please insert the date*] in respect of the Sindh Education Management Organization Program,

[*Name of Prospective Bidder/Lead Member of Consortium*] hereby represents and warrants that, as of the date of this letter [*Name of Prospective Bidder/Lead Member of Consortium*], and each member of our Consortium (if applicable):

- (a) is not in bankruptcy or liquidation proceedings;
- (b) has not been convicted of fraud, corruption, collusion or money laundering;
- (c) is not aware of any conflict of interest or potential conflict of interest arising from prior or existing contracts or relationships which could materially affect its capability to comply with the obligations under the Concession Agreement; and
- (d) does not fall within any of the circumstances for ineligibility listed in Section 3.4 (Ineligibility of a Prospective Bidder) of the Expression of Interest.

Yours Sincerely,

Name and Title of Authorized Signatory:

Name of Firm:

Address:



ANNEXURE 7 - PARENT COMPANY LETTER OF COMFORT

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**To:** Education and Literacy Department  
Government of Sindh  
1<sup>st</sup> Floor, Tughlaq House,  
Sindh Secretariat,  
Karachi, Pakistan.

**Re:** Management and operation of certain public schools by Education Management Organizations in the province of Sindh (the “**Program**”)

[Date]

Dear Sirs,

We refer to the shortlisting document issued by the Sindh Education and Literacy Department, dated [●] (“**Shortlisting Document**”), inviting shortlisting applications from Prospective Bidders for the execution and completion of a Concession Agreement involving the management and operation of certain public schools in the province of Sindh (the “**Program**”).

According to Section 4.3.2 of the Shortlisting Document (*Financial Criteria - Submission of Evidence from Parent Company*), the Prospective Bidder, or if the Prospective Bidder is a Consortium, at least one of the Consortium members, may choose to present financial statements from a Parent Company to satisfy Financial Criteria in QC2. For this purpose, the "Parent Company" means any corporate entity Controlling the Prospective Bidder, or if the Prospective Bidder is a Consortium, the relevant Consortium member, and "Control" means having, directly or indirectly, a majority of the voting securities or a majority representation on the Board of Directors (or other similar constituent body) of the given entity.

In consideration of the above, we hereby confirm and undertake that:

- (i) we are the Parent Company of [*name of Prospective Bidder or a Consortium Member*], which is seeking to prequalify for the Program as [Prospective Bidder/Consortium Member]; and
- (ii) we will make available sufficient funds and resources to [*name of Prospective Bidder or a Consortium Member*] to enable it to meet its obligations as the shareholder/member of the Operator and otherwise act as a prudent and careful Program sponsor.

Except where the context requires otherwise, capitalized terms used in this letter shall have the meaning ascribed in the Shortlisting Document.

Yours faithfully,

[*Name of Parent Company*]

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

(Authorized signatory)

ANNEXURE 6 - FINANCIAL DATA FORM (DQC 2)

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(I) **NET WORTH**

(i) Financial Year End [*insert the date and year*]

<b>Prospective Bidder</b> <b>(or if the Prospective Bidder is a Consortium, the Lead Member)</b>		
<b>Value of Total Assets</b>	<b>Total Liabilities</b>	<b>Net Worth</b>
[ <i>insert the amount in PKR</i> ]	[ <i>insert the amount in PKR</i> ]	[ <i>insert the amount in PKR</i> ]

(ii) Financial Year End [*insert the date and year*]

<b>Prospective Bidder</b> <b>(or if the Prospective Bidder is a Consortium, the Lead Member)</b>		
<b>Value of Total Assets</b>	<b>Total Liabilities</b>	<b>Net Worth</b>
[ <i>insert the amount in PKR</i> ]	[ <i>insert the amount in PKR</i> ]	[ <i>insert the amount in PKR</i> ]