

**Sub: Minutes of the Pre-Bid Conference for Outsourcing of Railway Schools Held at Pakistan Railways Headquarters Office, Lahore on 10.12.2025**

A Pre-Bid Conference regarding the **3rd Phase of Outsourcing of Railway-Managed Schools** was held on **10<sup>th</sup> December, 2025 at 11:30 AM** in the Committee Room, Pakistan Railways Headquarters Office, Lahore.

The meeting commenced with the recitation of the **Holy Quran**, followed by a welcome address by **Ms. Rubina Nasir, Director General (Education)**. then formally introduced the participants.

### **Participants**

The following representatives from the private sector attended the meeting:

- 1. Mr. Munir Ahmed**, Principal, Unique Group of Institutions
- 2. Col. Assad Mehmood Khan**, National Institution of Advance Studies (NIAS)
- 3. Mr. Khurshed Ahmed**, Individual (attended DG/Education office after meeting)

Officials from Pakistan Railways including DG/Education and staff of the Directorate General Education were also present.

### **Presentation by DG/Education**

DG/Education delivered a detailed and comprehensive presentation covering the major components of the proposed outsourcing model. Key points included:

- Overview of the **schools proposed for outsourcing in the 3rd phase**, including category-wise distribution and geographical locations.
- Levels of education offered by the institutions (Primary to Higher Secondary).
- Explanation of the **concession period**, operational responsibilities, and performance obligations of the concessionaire.
- Details of the **subsidized fee structure** for children of railway employees.
- Outline of existing academic and physical infrastructure and opportunities for development, up-gradation, and future expansion.
- Responsibilities of **Pakistan Railways** regarding asset ownership, monitoring, and facilitation.
- **Technical and Financial Eligibility Criteria** for prospective bidders.
- Clarification that RFP documents are available for purchase at the Directorate General Education Office, Lahore at **Rs. 10,000/-** per set, and also obtainable from Multan, Sukkur, and Karachi offices.

### **Queries / Clarifications by Participants**

Participants raised several pertinent questions regarding the outsourcing process, in response, All queries were addressed by DG/Education and Education Officer, and necessary clarifications were provided in line with the bidding documents and outsourcing framework in detail.

**Q. One of the participant asked that what are the reasons behind outsourcing of Railway schools?**

**Ans. It was** clarified that the objective of the outsourcing initiative particularly aims to improve educational standards, reduce deficits, and utilize professional educational management practices and to uplift these institutions.

**Q. One of the participant asked that, will the 10% revenue share be applicable to fees collected from Railway children as well?**

**Ans. Yes.**

**Q. Will the subsidized fee for railway students remain fixed for 30 years?**

**Ans. No,** the subsidized fee shall increase in compound @5% per annum.

**Q. Can private school administration use its brand name for attracting parents/students?**

**Ans.** Yes, to the extent that P.R campuses, Lady Griffin Campus and St. Andrew Campus etc. after the brand name is admissible.

**Q. If the railway is unable to attract new students, how will the private partner manage this challenge?**

**Ans.** The private partner will address this challenge by implementing modern marketing strategies, improving the quality of education, upgrading facilities, and introducing competitive academic programs to attract students. Additionally, community engagement initiatives, scholarship opportunities, and a focus on academic excellence will help to build trust and increase enrollment. The meeting ended with vote of thanks to the participants.

The session concluded with appreciation for the active participation and interest of all attendees. Prospective bidders were encouraged to thoroughly review the RFP and submit their bids within the stipulated timeline.

The meeting ended with a vote of thanks from the chair.

**(Rubina Nasir)**  
**DG/Education**