


PAKISTAN SPORTS BOARD

REQUEST FOR PROPOSALS (RFP)

For Operation, Maintenance and Commercial Management of Four Futsal Grounds

under the administrative control of Pakistan Sports Board

Particular	Details
RFP Reference No.	F.No.10-22-2025-PSB (Procurement)
Procuring Agency	Pakistan Sports Board (PSB)
Pre-Bid Meeting	15 th June 2026 at Pakistan Sports Complex, Islamabad
Bid Submission Deadline	22 nd June,2026 at 1130
Bid Security	PKR 250,000 through pay order or bank draft in favour of Pakistan Sports Board
Minimum Monthly Fixed Payment	PKR 250,000 per futsal ground; PKR 1,000,000 minimum for all four grounds
Initial Term	5 Years
Extension Option	Extendable contract for an additional 2 years, subject to contract terms and minimum 20% increment in monthly payment


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Document Control and Issuance Note

This Request for Proposals (RFP) has been issued by Pakistan Sports Board for inviting competitive proposals from eligible individual bidders for the operation, maintenance and commercial management of four futsal grounds, on the premises of the Pakistan Sports Complex, Islamabad. The RFP is structured to preserve transparency, competitive evaluation, value maximization for PSB and administrative control over a national sports facility.

Item	Requirement
Issuing Authority	Pakistan Sports Board
Primary objective	To select the eligible, technically responsive and financially most advantageous bidder whose proposal maximizes fixed and assured returns to PSB while ensuring credible operations, maintenance, public safety and protection of PSB assets
Language of proposal	English, except supporting documents issued in Urdu, which may be accepted with an English summary if required by the Bid Evaluation Committee
Currency	Pakistani Rupees (PKR)

Important: Financial figures must not be placed in the Technical Proposal envelope. Any Technical Proposal that discloses the financial numbers may be declared non-responsive at PSB discretion.

1. Definitions

Term	Meaning
Accepted Monthly Utilization Value Proposition	The monthly minimum payment per futsal ground and/or aggregate payment for all four grounds accepted by PSB under the successful bidder's Financial Proposal.
Bid	The complete response submitted by a bidder comprising the Technical Proposal, Financial Proposal, bid security and all mandatory forms and undertakings.
Bid Security	The refundable security of PKR 250,000 submitted through pay order or bank draft in favour of Pakistan Sports Board.
Bidder	An eligible individual appearing on the Active Taxpayers List of the Federal Board of Revenue and submitting a proposal under this RFP.
Financial Proposal	The sealed envelope containing the bidder's offered fixed utilization value, optional additional financial value, revenue share, advance payments, security enhancements and other financial commitments.
Futsal Grounds / Grounds	The four futsal grounds made available by PSB for operation, maintenance and commercial management under this RFP.
Finalization Agreement	The definitive agreement to be executed between PSB and the successful bidder after award, incorporating this RFP, bid commitments and approved contract terms.
Issuing Authority	Pakistan Sports Board.
Technical Proposal	The sealed envelope containing eligibility documents, tax documents, operational plan, experience, staffing, maintenance, safety, facility-management approach and all non-price components.

2. Invitation to Submit Proposals

Pakistan Sports Board invites sealed proposals from eligible individual bidders for the operation, maintenance and commercial management of four futsal grounds. The opportunity is being offered as a consolidated package of

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four grounds in order to secure professional management, consistent operating standards, integrated maintenance obligations and maximum financial return to PSB.

The successful bidder shall be granted rights to operate the four futsal grounds for commercial and community sports purposes, subject to PSB approval, applicable laws, the terms of this RFP, the executed Utilization Agreement and all instructions issued by PSB from time to time.


The accepted proposal shall be the proposal that is technically responsive and financially most advantageous to PSB, with the objective of maximizing assured returns, reducing operational risk, protecting public assets and promoting responsible sports-facility operations.

3. Bid Data Sheet

Sr.	Parameter	Requirement
1	Name of assignment	Operation, maintenance and commercial management of four futsal grounds
2	Authority	Pakistan Sports Board
3	Location of pre-bid meeting	Pakistan Sports Complex, Islamabad
4	Pre-bid meeting date	15 th June, 2026
5	Bid submission deadline	22 nd June, 2026 before 11:00 a.m.
7	Bid security	PKR 250,000 through pay order or bank draft in favour of Pakistan Sports Board. Cheques, cash, online screenshots or personal undertakings shall not be accepted.
8	Bid security treatment	Refundable to unsuccessful bidders after completion of the evaluation / award process. For the successful bidder, it may be retained until execution of the Utilization Agreement and submission of performance security, or adjusted/re-utilized as determined by PSB.
9	Minimum monthly Utilization Payment	PKR 250,000 per futsal ground. Aggregate minimum for four grounds: PKR 1,000,000 per month.
10	Contract term	5 years from the effective date specified in the Utilization Agreement.
11	Extension option	Contract shall have the right to seek extension for an additional 2 years subject to no uncured default, written notice within the prescribed timeline and minimum 20% increment in monthly payment. Extension monthly payment shall not be less than 120% of Accepted Monthly Payment and in any event not less than PKR 300,000 per futsal ground per month.
12	Evaluation weights	Technical Evaluation: 30%. Financial Evaluation: 70%.
13	Technical qualifying threshold	Bidders must satisfy all mandatory requirements and obtain at least 70% of the technical marks, i.e., 21 out of 30, to qualify for opening of Financial Proposal.
14	Bid validity	120 days from the bid submission deadline, unless extended by mutual written consent.
15	Eligibility restriction	Only individual bidders on the Active Taxpayers List of FBR as of the bid submission date shall be eligible. Last three tax years' returns must be included in the Technical Proposal.
16	Award principle	The award shall be made to the technically qualified bidder offering the most advantageous combined proposal to PSB, with particular emphasis on maximizing financial returns to PSB.

4. Background and Objectives

PSB is seeking to unlock the sporting and commercial value of four futsal grounds through a transparent process. The intent is not merely to utilize and manage space, but to appoint a credible operator who can run the grounds professionally, maintain them at acceptable standards, attract users, improve utilization, preserve public access for sports development and generate assured financial return for PSB.


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The RFP therefore gives higher weight to financial value while retaining a strict technical screening framework. Non-serious bidders, undocumented individuals, tax non-compliant persons, bidders without operational plans, bidders lacking financial capacity and bidders unable to demonstrate responsible facility-management capability should not expect to qualify.

4.1 Core Objectives

- Maximize assured income for PSB from the four futsal grounds.
- Select a bidder capable of operating, maintaining and commercially managing the grounds without creating reputational, legal, safety or administrative risk for PSB.
- Ensure that the grounds remain usable, safe, clean, properly maintained and sports-oriented throughout the contract term.
- Encourage higher-than-minimum fixed payment and additional value propositions such as upfront premium, revenue share, facility upgrades, formal training programmes and community access hours.
- Preserve PSB oversight, audit rights, inspection rights, termination rights and control over naming, branding, advertising and facility usage.

5. Scope of utilization and Operating Rights


The successful bidder shall be responsible for the operation, booking management, user management, maintenance, cleanliness, minor repairs, security coordination, safety compliance, customer handling, revenue collection and commercial promotion of the four futsal grounds. The contract shall not transfer ownership of any land, building, civil structure, fixtures, public infrastructure or PSB asset to the contract party.

5.1 Permitted Uses

- Futsal, football training, recreational sports bookings, leagues, coaching camps, academies and tournaments consistent with PSB objectives.
- Sports-related events, subject to prior written approval of PSB where required under the Contract Agreement.
- Commercial bookings for schools, clubs, sports academies, corporate sports events and community programmes.
- Sports-related advertising, branding and sponsorship only with prior written approval of PSB and subject to government restrictions.
- Construction of allied facilities like Changing rooms etc will be allowed subject to prior approval from PSB.

5.2 Restricted / Prohibited Uses

- No transfer of possession, sub-contract, franchise, management contract, licence or third-party operating arrangement without prior written approval of PSB.
- No use for political gatherings, unlawful activities, religious controversy, public disorder, gambling, prohibited substances or any activity inconsistent with a national sports facility.
- No permanent construction, structural alteration, signage, branding, hoarding, lighting modification, turf replacement or utility alteration without written approval of PSB.
- No encroachment, expansion beyond the demarcated area, or interference with other facilities, athletes, federations, employees or public users of PSB facilities.


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6. Minimum Commercial Terms

Commercial Item	Requirement
Minimum fixed monthly payment per ground	PKR 250,000 per futsal ground per month.
Minimum aggregate monthly payment	PKR 1,000,000 per month for all four futsal grounds.
Higher bids encouraged	Bidders are expected to offer payment above the minimum floor. Proposals with higher fixed payment and stronger financial commitments shall score higher.
Initial contract term	5 years.
Extension right	One extension option for an additional 2 years exercisable by the contract party subject to no uncured default and compliance with notice requirements.
Extension Payment	Minimum 20% increment over the Accepted Monthly payment. Extension monthly payment shall not be less than 120% of the Accepted Monthly payment and not less than PKR 300,000 per ground per month.
Payment timing	Monthly payment shall be payable in advance by the 5th calendar day of each month, or such earlier date as PSB may specify in the Utilization Agreement.
Taxes and deductions	The contracting party shall be responsible for all applicable taxes, levies, duties, withholding obligations, filings and regulatory compliance related to its operations and payments.
Utilities	Utilities, consumables, operational costs, routine maintenance and service costs shall be borne by the contract party unless expressly stated otherwise in the utilization Agreement.
Performance security after award	The successful bidder shall provide performance security/security deposit equal to at least one months of Accepted Monthly payment for all four grounds, or a higher amount if offered in the Financial Proposal.
Advance payment after award	The successful bidder shall deposit at least one month advance payment before commencement. Higher advance payment may receive favourable financial evaluation where committed unconditionally.

7. Eligibility and Mandatory Qualification Requirements

The following mandatory requirements are pass/fail requirements. A bidder that fails any mandatory requirement may be declared non-responsive without financial opening.

Sr.	Mandatory Requirement	Evidence / Condition
1	Bidder status	Bidder must be a registered company or individual. Bid must clearly state full legal name, CNIC/NICOP/passport details, NTN and current address.
2	Active Taxpayer List status	Bidder must be on the FBR Active Taxpayers List as of the bid submission date. Printout/screenshot from FBR portal, NTN evidence and undertaking must be attached.
3	Last three years tax returns	Copies/evidence of filed income tax returns for the last three tax years must be attached. For this RFP, bidders should submit returns for Tax Years 2023, 2024 and 2025, or the latest three available tax years applicable to the bidder.
4	Bid security	Original pay order or bank draft of PKR 250,000 in favour of Pakistan Sports Board must be included in the outer package or as otherwise instructed. Photocopies alone are not acceptable.
5	Two-envelope compliance	Technical Proposal and Financial Proposal must be separately sealed and clearly marked. The Technical Proposal must not contain price information.
6	Affidavit / undertaking	Bidder must submit an affidavit confirming that the bidder is not blacklisted, not insolvent, not convicted of fraud/corruption and has not submitted false information.


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7	Site awareness	Bidder must submit a signed statement that the bidder has inspected or has had the opportunity to inspect the grounds and accepts the facility on an as-is, where-is basis subject to the utilization Agreement.
8	Conflict of interest disclosure	Bidder must disclose any relationship, pending dispute or conflict involving PSB, its officials, consultants or evaluation committee members.
9	Financial capacity evidence	Bank statement/bank certificate/net worth statement or other acceptable evidence showing ability to pay utilization, maintain the facility and perform obligations for at least the first 8 months.
10	Acceptance of RFP terms	Bidder must submit signed acceptance of the RFP, draft key utilization terms and PSB reservation of rights.

8. Pre-Bid Meeting and Clarifications

A pre-bid meeting for interested bidders shall be held at Pakistan Sports Complex, Islamabad on 15th June, 2026. Bidders are strongly encouraged to attend in person or through an authorized representative in order to understand the site, expected operational standards, evaluation requirements and documentation obligations.

Bidders may submit written questions before or during the pre-bid meeting. PSB may issue written clarifications, addenda or amendments. Oral statements shall not bind PSB unless incorporated into a written addendum issued by PSB.

Any addendum issued by PSB shall become part of this RFP and shall be binding on all bidders. Bidders shall acknowledge all addenda in their Technical Proposal.

9. Bid Preparation and Submission Requirements

9.1 Envelope Marking

- Outer package: "RFP for Four Futsal Grounds - Pakistan Sports Board - DO NOT OPEN BEFORE BID OPENING".
- Envelope 1: "TECHNICAL PROPOSAL - RFP for Four Futsal Grounds".
- Envelope 2: "FINANCIAL PROPOSAL - RFP for Four Futsal Grounds".
- Bidder name, CNIC/NTN, address, mobile number and email must be clearly written on each envelope.

9.2 Original and Copies

Bidders shall submit one original hard copy and two copies of the Technical Proposal, and one original hard copy of the Financial Proposal. The original shall be marked "ORIGINAL" and copies shall be marked "COPY". In case of discrepancy, the original shall prevail.

9.3 No Price Disclosure in Technical Proposal

No monthly payment, total payment, revenue share, premium, advance payment, security deposit amount or other financial offer shall be mentioned in the Technical Proposal. Any such disclosure may result in rejection.

10. Technical Proposal Contents

Ref.	Technical Proposal Component	Required Contents
A	Cover letter	Signed by the bidder confirming submission, acceptance of RFP conditions and bid validity.

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B	Bidder identification	CNIC/NICOP/passport copy, NTN, contact details, address and authorized representative document if applicable.
C	ATL and tax records	ATL proof and last three years filed tax returns.
D	Bid security proof	Copy of pay order/bank draft, with original included as instructed.
E	Experience profile	Sports facility, futsal/football academy, turf facility, community sports, event operations, facility management, commercial booking or similar operating experience.
F	Operations plan	Booking system, pricing philosophy, staffing, customer management, hours of operation, public access, school/academy interface and PSB coordination mechanism.
G	Maintenance plan	Turf upkeep, lighting, nets, markings, cleaning, waste management, equipment, repair response times, daily/weekly/monthly maintenance routines and asset protection.
H	Safety and security plan	First aid, crowd control, emergency response, child safeguarding, user rules, CCTV/security coordination, incident reporting and insurance plan.
I	Investment / upgrade plan	Proposed non-structural improvements, equipment, technology, lighting enhancement, changing/support facilities if permitted, signage/branding controls and asset handback commitments.
J	Financial capacity evidence	Bank certificate/statement, net worth statement, undertaking of payment capacity and evidence of ability to fund maintenance and operations.
K	Undertakings and affidavits	Non-blacklisting, non-collusion, conflict disclosure, acceptance of inspection, acceptance of PSB oversight and acceptance of as-is where-is condition.

11. Financial Proposal Contents

The Financial Proposal must be unconditional, clear and arithmetically consistent. The bidder must quote the fixed monthly payment per futsal ground and the aggregate monthly payment for all four grounds. The quoted payment must not be below PKR 250,000 per ground per month.

Sr.	Financial Proposal Item	Requirement
1	Fixed monthly payment per ground	PKR amount offered per ground per month. Minimum PKR 250,000.
2	Aggregate monthly payment for four grounds	PKR amount for four grounds per month. Minimum PKR 1,000,000.
3	Annual payment value	Aggregate monthly payment multiplied by 12.
4	Firm 5-year payment value	Aggregate annual payment multiplied by 5, excluding optional value elements unless separately stated.
5	Extension payment commitment	payment for additional 2-year extension period, not less than 120% of Accepted Monthly payment and not less than PKR 300,000 per ground per month.
6	Additional financial value	Signing premium, advance payment, annual escalation, revenue share, minimum guaranteed annual increase or any additional amount offered to PSB.
7	Performance security / advance payment	Amount offered beyond minimum post-award security/advance-payment requirements, if any.
8	No conditions	Financial offer must not be conditional upon financing, approvals, future negotiations, footfall, revenue generation or third-party arrangements.


12. Evaluation Methodology

Evaluation shall be conducted in a transparent, documented and weighted manner. The Technical Proposal shall be opened and evaluated first. Financial Proposals of technically non-responsive bidders shall remain unopened


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and be returned in accordance with applicable procedure. Financial Proposals of technically qualified bidders shall be opened publicly at a date, time and venue communicated by PSB.

The total evaluation score shall be 100 marks, allocated as follows: Technical Evaluation 30 marks and Financial Evaluation 70 marks. Only bidders satisfying all mandatory requirements and achieving at least 21 out of 30 technical marks shall qualify for financial opening.

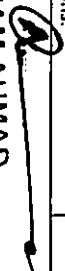

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12.1 Mandatory Responsiveness Screening - Pass/Fail

Sr	Mandatory Gate	Evidence Required	Basis for Rejection
1	Individual bidder is clearly identified and signs the bid	Signed cover letter, CNIC/NICOP/passport, NTN, address and contact details	Fail if identity is incomplete, unsigned, benami, materially inconsistent or not supported by documents.
2	Bidder is on FBR Active Taxpayers List	ATL printout/evidence as of bid submission date	Fail if not on ATL or ATL evidence is missing or unverifiable.
3	Last three years income tax returns attached	Filed returns / acknowledgement for latest three tax years	Fail if returns are missing, materially incomplete or inconsistent with bidder identity.
4	Bid security attached in proper form	Original PKR 250,000 pay order/bank draft in favour of Pakistan Sports Board	Fail if cash, cheque, personal guarantee, screenshot or wrong beneficiary is submitted.
5	Two-envelope integrity maintained	Separate sealed Technical and Financial envelopes	Fail if Financial Proposal is open, mixed, unsealed or price is included in Technical Proposal.
6	Affidavits/undertakings attached	Non-blacklisting, non-collusion, conflict disclosure and acceptance of RFP terms	Fail if key undertakings are missing or qualified.
7	No conditional bid	Unconditional acceptance of minimum utilisation terms	Fail if bid is subject to financing, negotiations, future partner approval, football guarantee or change in RFP core terms.

12.2 Technical Evaluation Scoring Table - 30 Marks

Sr.	Criterion	Marks	Evidence Expected	Scoring Guidance
1	Tax compliance, bidder credibility and documentation discipline	8	ATL proof, last three tax returns, NTN/CNIC consistency, clean affidavit, conflict disclosure, complete bid forms and document indexing.	5 = fully documented, internally consistent, professionally indexed, no unexplained gaps. 3 = mostly complete but minor clarifications needed. 1 = weak/incomplete but not fatal. 0 = materially deficient or unreliable.
2	Relevant sports/facility/commercial operations experience	8	Evidence of operating sports grounds, football/futsal academies, turf facilities, events, membership platforms, venue management, customer bookings or comparable facilities.	5 = strong directly relevant experience with proof. 3 = related but limited experience. 1 = generic business experience only. 0 = no credible experience.
3	Operations and utilisation plan	5	Booking process, rates framework, user categories, school/club outreach, scheduling, customer service, reporting to PSB, dispute handling and utilisation-growth strategy.	5 = practical, measurable and PSB-aligned. 3 = acceptable but generic. 1 = vague. 0 = no workable plan.
4	Maintenance, asset protection and handback plan	3	Daily/weekly/monthly maintenance, turf care, lighting, nets, cleaning, minor repairs, preventive maintenance, damage control, inventory records and end-of-term handback plan.	5 = detailed maintenance calendar and accountability. 3 = acceptable basic plan. 1 = generic promise. 0 = no credible maintenance approach.
5	Safety, security, safeguarding and compliance plan	2	First aid, emergency response, security coordination, child safeguarding, women/youth access safeguards, user code of conduct, incident reporting, insurance proposal and crowd control.	4 = robust risk controls. 2 = partially adequate. 1 = weak. 0 = absent.
6	Investment, upgrade and sports-development contribution	2	Non-structural improvement plan, equipment investment, technology, community access hours, youth coaching support, tournaments and grassroots sports commitments.	3 = quantified, credible and beneficial to PSB/public. 2 = useful but limited. 1 = vague. 0 = none.
7	Financial capacity for operational continuity	2	Bank certificate/statement, net worth evidence, capacity to pay at least 6 months payment and fund first-year operating costs without relying on future collections.	3 = strong capacity. 2 = adequate. 1 = marginal. 0 = unsupported.

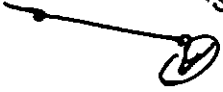

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12.3 Financial Evaluation Scoring Table - 70 Marks

Sr.	Financial Criterion	Marks	What Will Be Considered	Scoring Method
1	Fixed monthly payment offered for four grounds	20	The bidder must offer at least PKR 250,000 per ground per month. Higher aggregate fixed monthly payment earns higher score.	Score = (Bidder's aggregate fixed monthly payment / Highest aggregate fixed monthly payment among technically qualified bidders) x 50. Bids below minimum are non-responsive.
2	Assured additional value to PSB	8	Upfront signing premium, non-refundable premium, annual guaranteed escalation during initial term, guaranteed additional monthly payment or guaranteed minimum annual increase.	Full marks for unconditional, quantifiable, assured additional value. Partial marks for limited or lower value. No marks for speculative/non-guaranteed value.
3	Revenue share / upside sharing	34	Percentage of gross booking revenue, tournament revenue, sponsorship revenue or other verifiable gross receipts offered to PSB in addition to fixed payment.	Full marks for clear percentage, audit rights and minimum reporting controls. Partial marks for weak or limited share. No marks for vague revenue share.
4	Performance security, advance payment and payment protection	4	Advance payment beyond one month, security deposit above minimum three months, post-dated payment schedule, bank-backed comfort or stronger default protection.	Full marks for materially stronger payment security. Partial marks for modest enhancement. No marks for only minimum compliance.
5	Committed contracting party-funded improvements with financial value to PSB asset	4	Documented capex/upgrade commitment, timeline, asset ownership treatment in favour of PSB and maintenance-backed handback obligation.	Full marks for quantified, PSB-approved, non-recoverable improvements. Partial marks for lower/imprecise capex. No marks for unpriced or conditional improvements.

12.4 Combined Score and Award Principle

Component	Formula / Basis	Award Relevance
Technical score	Out of 30	Must be at least 21/30 after satisfying all mandatory gates.
Financial score	Out of 70	Calculated only for technically qualified bidders.
Total score	Technical score + Financial score	Highest combined score shall normally be ranked first, subject to responsiveness and PSB approvals.
Award emphasis	Financially most advantageous to PSB	Where proposals are technically qualified, PSB shall give controlling importance to the financial benefit, assured fixed return and risk-adjusted value to PSB.


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13. Opening of Bids

Technical Proposals shall be opened first in the presence of bidders or their authorized representatives who choose to attend. Financial Proposals shall remain sealed and in PSB custody until completion and approval of technical evaluation. Financial Proposals of technically qualified bidders shall be opened at a date, time and venue to be communicated by PSB. Financial Proposals of non-responsive or technically disqualified bidders shall not be opened.

14. Basis for Rejection / Disqualification

- Bid submitted after the deadline of 22nd June, 2026 before 11:00 a.m.
- Bid submitted electronically, by email, by fax or by any method other than physical delivery.
- Bidder is not on the FBR Active Taxpayers List as of the submission date.
- Last three years tax returns are not attached or are materially inconsistent.
- Bid security is missing, defective, expired, payable to wrong beneficiary or not in pay order/bank draft form.
- Financial Proposal is included in or disclosed through the Technical Proposal.
- Monthly payment offered is below PKR 250,000 per futsal ground.
- Bid is conditional, ambiguous, unsigned, materially incomplete or non-compliant with core RFP requirements.
- Bidder provides false, misleading or unverifiable information.
- Bidder fails to meet mandatory requirements, obtains less than 21/30 technical marks, or is found to create unacceptable legal, reputational, safety or financial risk to PSB.

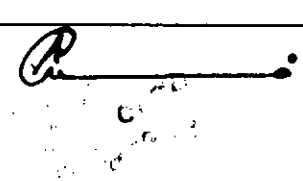
15. Award, Letter of Acceptance and Contract Execution

After approval of evaluation results, PSB may issue a Letter of Acceptance / Letter of Award to the successful bidder. The successful bidder shall execute the Utilization Agreement within the period specified by PSB, furnish the required performance security/security deposit, pay advance payment and complete all conditions precedent before taking possession or commencing operations.

If the successful bidder fails to execute the Utilization Agreement, fails to deposit performance security or advance payment, withdraws the bid, refuses to honour the Financial Proposal or is found to have made a misrepresentation, PSB may forfeit the bid security, annul the award and proceed with the next ranked bidder or re-tender the opportunity.

16. Key Utilisation Agreement Principles

Principle	Utilization Requirement
Possession	Possession shall be granted only after signing of Utilization Agreement, deposit of required security and fulfilment of conditions precedent.
No ownership transfer	No proprietary, title, ownership or permanent property right shall pass to the contracting party.
Payment	Payment shall be payable monthly in advance. Persistent or material delay shall constitute default.
Use control	Use shall remain limited to approved sports and ancillary commercial uses.
Maintenance	Contracting Party shall maintain the grounds, surroundings and equipment in clean, safe and usable condition at its own cost.



Utilities	Contracting Party shall bear utility, consumable and operational costs unless expressly agreed otherwise.
Insurance	Contracting Party may be required to obtain public liability, fire, equipment, personal injury or other insurance acceptable to PSB.
Inspection	PSB may inspect the grounds, records, user logs, maintenance records and revenue records where relevant to PSB entitlements.
Branding and advertising	All branding, signage, sponsors and advertising shall require prior written approval of PSB.
Subletting	No subletting, assignment, transfer or third-party concession shall be permitted without prior written approval of PSB.
Termination	PSB may terminate for non-payment, misuse, unlawful activity, safety breach, unauthorized transfer, asset damage, misrepresentation or material breach.
Handback	At expiry or termination, grounds shall be handed back in good operating condition, normal wear and tear excepted, with PSB-approved improvements vesting in PSB unless otherwise agreed.

17. Contracting Party Operational Obligations

- Maintain a daily booking register and make it available to PSB upon request.
- Display user rules, safety notices, booking terms and emergency contact information at the facility.
- Ensure staff conduct, user discipline, responsible customer handling and coordination with PSB security protocols.
- Keep the grounds clean before and after bookings and prevent littering, damage or misuse.
- Arrange first-aid support, emergency protocols and incident reporting for injuries, disputes and safety events.
- Submit periodic utilization, maintenance and payment reports to PSB in the format required by PSB.
- Ensure all operations comply with applicable laws, tax requirements, municipal requirements and PSB policies.


18. Revenue, Records and Audit Rights

The contracting party shall maintain proper books, receipts, booking logs and revenue records for all operations carried out from the futsal grounds. Where any revenue share, sponsorship share, tournament share or variable payment is offered to PSB, the contracting party shall maintain verifiable gross receipt records and shall permit PSB or its authorized representative to inspect relevant records for verification.

Failure to maintain proper records, deliberate under-reporting, refusal of audit access or diversion of revenue may constitute material breach and may result in termination and recovery of amounts due.

19. Taxes, Legal Compliance and Government Approvals

The bidder and contracting party shall remain responsible for all applicable taxes, levies, duties, licences, permissions, labour compliance, municipal compliance, withholding obligations and filings arising from the utilization and operations. PSB shall not be responsible for the bidder's income tax, sales tax, withholding, labour, utility, licensing or commercial obligations unless expressly agreed in writing.


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20. Site Condition and Disclaimer

The futsal grounds shall be offered on an as-is, where-is basis. Bidders are responsible for conducting their own due diligence, site inspection, assessment of market potential, revenue assumptions, operating costs, maintenance requirements, user demand, access constraints, utilities and regulatory conditions. PSB does not guarantee footfall, bookings, revenue, profitability or commercial success of the contracting party.

21. PSB Reservation of Rights

- Accept or reject any bid in accordance with applicable law and documented reasons.
- Seek clarifications without permitting change of price or substance of bid.
- Verify tax, financial, identity, experience and other documents from issuing authorities or third parties.
- Cancel, amend, suspend or reissue the RFP before award, subject to applicable requirements and approvals.
- Reject abnormally low, speculative, conditional or commercially unrealistic proposals.
- Negotiate final Utilization Agreement terms with the successful bidder without reducing PSB's financial position as accepted under the bid.
- Forfeit bid security where permitted under this RFP and applicable law.

22. Grievance Redressal and Dispute Resolution

Any bidder having a grievance regarding the bidding process may submit a written complaint to the forum/committee designated by PSB within the applicable period and in the manner specified in the final RFP notice or applicable procurement framework. After execution of the Utilization Agreement, disputes shall be resolved in accordance with the dispute resolution clause of the Utilization Agreement, including negotiation, escalation, arbitration and/or courts of competent jurisdiction in Pakistan, as determined by PSB legal vetting.

Annexure A - Bid Submission Checklist

Sr.	Document / Requirement	Bidder Tick
1	Signed bid cover letter	
2	CNIC/NICOP/passport copy	
3	NTN certificate / evidence	
4	FBR Active Taxpayers List evidence	
5	Last three years tax returns	
6	Original bid security pay order / bank draft of PKR 250,000 in favour of Pakistan Sports Board	
7	Copy of bid security instrument	
8	Affidavit of non-blacklisting, non-collusion and accuracy of information	
9	Conflict of interest disclosure	
10	Experience and operational capability profile	
11	Operations and utilisation plan	
12	Maintenance and asset protection plan	
13	Safety, security and emergency plan	
14	Investment/upgrade and sports-development plan	
15	Financial capacity evidence	
16	Technical Proposal sealed and marked	


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17	Financial Proposal sealed and marked separately	
18	No financial figures included in Technical Proposal	

Annexure B - Technical Proposal Form

Bidders shall complete the following form and attach supporting documents. Additional pages may be attached, provided they are properly indexed and cross-referenced.

Field	Bidder Response
Name of bidder	
Father's / spouse name	
CNIC / NICOP / passport number	
NTN	
ATL status as of bid date	[Yes / No]
Tax years for returns attached	2023 / 2024 / 2025 or latest three years
Present address	
Permanent address	
Mobile number	
Email address	
Relevant sports/facility experience summary	
Financial capacity evidence attached	
Bid security instrument number/date/bank	

Annexure C - Financial Proposal Form

To be placed only in the Financial Proposal envelope: This form must not be inserted in the Technical Proposal envelope. Any disclosure of financial figures in the Technical Proposal may lead to rejection.

Sr.	Financial Item	Bidder Offer
1	Fixed monthly payment offered per futsal ground	PKR [] per month per ground; not less than PKR 250,000
2	Number of futsal grounds	4
3	Aggregate monthly fixed payment for four grounds	PKR [] per month
4	Aggregate annual fixed payment	PKR [] per year
5	Firm fixed payment value for initial 5-year term	PKR []
6	Extension-period payment commitment	PKR [] per ground per month / PKR [] aggregate per month; not less than 120% of Accepted Monthly Payment and not less than PKR 300,000 per ground per month
7	Upfront signing premium, if any	PKR []
8	Advance payment offered after award	[] months / PKR []
9	Performance security/security deposit offered after award	[] months of aggregate monthly payment / PKR []
10	Revenue share offered to PSB, if any	[]% of [gross bookings / gross receipts / sponsorship revenue / tournament revenue]
11	Committed contracting party-funded improvements	PKR [] with schedule and description attached
12	Confirmation of unconditional offer	Yes. This Financial Proposal is firm, unconditional and valid for 120 days.


AHTASHAM KHAN
 Director (F&C)
 Pakistan Sports Board
 Islamabad

Annexure D - Form of Bid Security Details

Field	Details
Name of bidder	[●]
Instrument type	Pay Order / Bank Draft
Instrument number	[●]
Issuing bank and branch	[●]
Date of issuance	[●]
Amount	PKR 250,000
Beneficiary	Pakistan Sports Board
Bidder declaration	I confirm that the original instrument is enclosed with my bid and that PSB may verify the instrument from the issuing bank.

Annexure E - Affidavit / Undertaking Format

I, [name], CNIC/NICOP/passport no. [●], NTN [●], do hereby solemnly affirm and declare that:

1. I am submitting this bid as an individual bidder and all information submitted by me is true, correct and complete.
2. I am on the Active Taxpayers List of FBR as of the bid submission date and have attached the required tax return evidence.
3. I am not blacklisted, debarred, insolvent or disqualified by any government department, autonomous body, court, regulator or public authority.
4. I have not engaged in collusion, cartelization, bid rigging, bribery, coercion, fraud, corruption or any prohibited practice in relation to this RFP.
5. I have not placed any financial proposal, payment figure or price-related element in the Technical Proposal envelope.
6. I accept that PSB may reject my bid, forfeit bid security where permitted, or terminate the Utilization Agreement if any statement or document submitted by me is false or misleading.
7. I accept the as-is, where-is site condition and acknowledge that PSB gives no guarantee of revenue, profitability, footfall or commercial success.

Signature: _____ Name: _____ Date: _____

Annexure F - Draft Letter of Bid Submission

To: Pakistan Sports Board, Islamabad

Subject: Submission of Proposal for Operation, Maintenance and Commercial Management of Four Futsal Grounds

Dear Sir/Madam,

I hereby submit my proposal in response to the RFP issued by Pakistan Sports Board for leasing out four futsal grounds. I confirm that I have read, understood and accepted the terms of the RFP, including the minimum monthly payment, bid security requirement, two-envelope process, eligibility requirements, technical and


AHTASHAM AHMAD
Director (E&C)
Pakistan Sports Board
Islamabad

financial evaluation criteria, utilization term and extension mechanism. I further confirm that my Technical Proposal and Financial Proposal have been submitted in separately sealed envelopes and that no financial offer is disclosed in the Technical Proposal.

I agree that PSB is seeking the proposal that is financially most advantageous and beneficial to PSB, subject to technical responsiveness and compliance with RFP requirements. I also agree that PSB may verify all information and documents submitted by me.

Sincerely,

Signature: _____ Name: _____ CNIC/NTN: _____

Annexure G - Draft Advertisement / Notice Inviting Proposals

Pakistan Sports Board invites sealed proposals from eligible individual bidders appearing on the FBR Active Taxpayers List for utilization, operation, maintenance and commercial management of four futsal grounds. The minimum fixed monthly payment shall be PKR 250,000 per futsal ground, for a utilization term of 5 years, with right of extension on the part of the contracting party for an additional 2 years at minimum 20% increment in monthly payment, subject to the Utilization Agreement.

Bidding shall be conducted through a two-envelope process comprising Technical Proposal and Financial Proposal. Technical Evaluation shall carry 30% weightage and Financial Evaluation shall carry 70% weightage. The accepted proposal shall be the technically responsive and financially most advantageous proposal beneficial to PSB, with the objective of maximizing returns for PSB.


Each bid must be accompanied by bid security of PKR 250,000 in the form of pay order or bank draft in favour of the Pakistan Sports Board. Bid security shall be refundable to unsuccessful bidders subject to the RFP. Technical Proposal must include proof of ATL status and last three years tax returns.

A pre-bid meeting shall be held at Pakistan Sports Complex, Islamabad on 15th June, 2026. Bids must be physically submitted to PSB before 11:00 a.m. on 22nd June, 2026. Only physically submitted bids reaching before the deadline shall be accepted. Late, electronic, faxed or emailed bids shall not be accepted.

Annexure H - Regulatory and Source Reference Note

This draft RFP has been structured around the single-stage two-envelope concept, under which the Technical Proposal and Financial Proposal are submitted separately, technical proposals are opened first, financial proposals of technically accepted bidders are opened later, and the most advantageous bid is accepted. Final procurement/legal vetting should confirm the exact applicable public procurement, leasing, disposal, approval and publication requirements before issuance.

Public references used for institutional particulars and process alignment include: Public Procurement Rules, 2004 available through PPRA official sources; and Pakistan Sports Board official contact directory identifying PSB at Srinagar Highway, Near Aabpara, Islamabad.


AHTASHAM AHMAD
Director (E&C)
Pakistan Sports Board
Islamabad

Approval / Issuance Page

Approval Item	Name / Signature / Date
Prepared by / Section	Assistant Director (Facilities)
Reviewed by Procurement / Administration	Director (Procurement)
Reviewed by Finance	[•]
Reviewed by Legal	[•]
Approved by Competent Authority	[•]
Date of issuance	[•]


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