GOVERNMENT OF PAKISTAN
MINISTRY OF HOUSING & WORKS
FEDERAL GOVERNMENT EMPLOYEES HOUSING AUTHORITY
ISLAMABAD

REQUEST FOR PROPOSALS

ESTABLISHMENT AND OPERATION OF A STATE-OF-THE-ART COMMUNITY CENTER
ON A GROSS REVENUE-SHARING BASIS
SECTOR G-13/4, ISLAMABAD
(DESIGN, FINANCE, BUILD, OPERATE, MAINTAIN AND TRANSFER MODE)

August 2026

Procurement Method: Single Stage - Two Envelope Procedure
through EPADS v1.0 *https://eprocure.gov.pk/*

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BIDDING DATA SHEET

Item	Requirement
RFP title	Establishment and Operation of a State-of-the-Art Community Center in Sector G-13/4, Islamabad
RFP number	RFP/CC/ISB/HA/6825
Procuring agency	Federal Government Employees Housing Authority (FGEHA)
Project mode	Design, Finance, Build, Operate, Maintain and Transfer on gross revenue-sharing basis
Project site	Approximately 6,825 square yards in Sector G-13/4, Islamabad
Procurement procedure	Single Stage - Two Envelope Procedure under Rule 36(b) of the Public Procurement Rules, 2004, as amended
Pre-bid meeting / site visit	31st August, 2026 at 1:00 PM
Clarification deadline	31st August, 2026 at 12:00 PM
Proposal submission deadline	16th September 2026 at 12:00 PM
Technical proposal opening	16th September 2026 at 12:30 PM
Bid validity	120 days from the proposal submission deadline
Bid Security	PKR 2,000,000; valid for at least 180 days from the proposal submission deadline
Technical threshold	80 marks out of 100
Minimum Gross Revenue Share	10% of Gross Revenue, exclusive of taxes payable by the Concessionaire
Concession Period	20 years from the Effective Date; extendable once for up to 10 years at FGEHA's sole discretion
Construction Period	Maximum 24 months from the Site Handover Date
Performance Security	PKR 10,000,000, due within 15 days of the Letter of Acceptance
Proposal currency / language	Pakistani Rupees / English
Contact office	Director (JVP), FGEHA, 10-Mauve Area, G-10/4, Islamabad
Physical Submission office	R&I Section, FGEHA Head Office, 10-Mauve Area, G-10/4, Islamabad

PART I - INSTRUCTIONS TO BIDDERS

1. INTRODUCTION

The Federal Government Employees Housing Authority (FGEHA), an autonomous body under the Ministry of Housing & Works, Government of Pakistan, invites proposals through the Public Procurement Regulatory Authority's e-Pak Acquisition and Disposal System (EPADS) from eligible and capable private-sector operators for the establishment and operation of a state-of-the-art Community Center in Sector G-13/4, Islamabad.

The Project shall be implemented on a gross revenue-sharing basis under a Design, Finance, Build, Operate, Maintain and Transfer arrangement. The selected bidder shall finance, design, construct, equip, operate, maintain and transfer the Project at its own cost and risk, subject to FGEHA's oversight and the Concession Agreement.

2. PROJECT BACKGROUND AND OBJECTIVES

The principal objectives of the Project are to:

- Provide an accessible, inclusive and professionally managed community facility for residents of FGEHA scheme and the surrounding population;
- Develop modern recreational, cultural, educational, wellness, event and hospitality facilities suited to the available site and applicable planning parameters;
- Mobilize private-sector design, financing, construction and operating capability without capital liability to FGEHA;
- Maintain affordable and transparent membership and service charges while ensuring long-term financial sustainability;
- Ensure transparent booking, membership, fee collection, financial reporting and revenue sharing through an integrated digital system;
- Deliver a safe, climate-responsive and resource-efficient facility compliant with applicable Islamabad/Capital requirements.

3. SCOPE OF THE PROJECT

The successful bidder shall, at minimum, be responsible for:

- Preparing architectural, structural, electrical, mechanical, plumbing, landscape, fire and life-safety, accessibility and environmental designs through qualified and registered consultants;
- Arranging and maintaining all equity, debt and working capital needed for the Project;
- Constructing the Project through a Pakistan Engineering Council (PEC)-registered contractor in the appropriate category and work codes;
- Procuring and installing furniture, sports and fitness equipment, kitchen and hospitality equipment, ICT systems, access control, CCTV, fire-safety systems and all other Project assets;
- Obtaining and maintaining all permits, NOCs, licences, registrations and statutory approvals at its own cost;
- Recruiting, training and managing qualified operational, technical, hospitality, security, finance, IT and support staff;
- Operating and maintaining the Community Center under its own name throughout the Concession Period;
- Collecting membership, booking, event and service charges and sharing the offered percentage of Gross Revenue with FGEHA;
- Maintaining a dedicated Project bank account, separate books and an online system accessible to FGEHA for revenue verification;
- Handing over the complete, functional and properly maintained facility and Project Assets to FGEHA upon expiry or earlier termination.

4. GOVERNING FRAMEWORK AND PROCUREMENT METHOD

The procurement and resulting Concession shall be governed, as applicable, by the Federal Government Employees Housing Authority Act, 2020; and all other applicable laws, regulations and approvals.

The procurement shall use the Single Stage - Two Envelope Procedure under Rule 36(b) of the Public Procurement Rules, 2004. Technical and Financial Proposals shall be submitted separately through EPADS. Technical Proposals shall be evaluated without opening or reference to the offered Gross Revenue Share.

5. ELIGIBLE BIDDERS AND SINGLE-ENTITY REQUIREMENT

5.1 A proposal may be submitted only by a single legal entity registered in Pakistan, bidding in its own name and for its own account.

5.2 The following conditions shall apply:

- Consortiums, joint ventures and associations of bidders are not eligible.
- The bidder shall independently meet all mandatory operating and financial requirements.
- The successful bidder shall appoint a PEC-registered contractor in the appropriate category and work codes within 45 days of the Letter of Acceptance and before commencement of physical works, subject to FGEHA's prior written approval. No technical marks shall be claimed from a future or unnamed contractor.
- The bidder shall remain solely responsible for the Proposal and all obligations under the Concession Agreement.
- A bidder may participate in only one Proposal and shall not control or beneficially participate in another Proposal.
- Experience of a parent, sister concern, affiliate, franchisee, future contractor or subcontractor shall not be counted as the bidder's experience. Only the bidder's own verified experience and the credentials of persons proposed in Form T-6 shall be evaluated.
- The identity, ownership and control of the bidder shall not change during procurement or the Concession Period without FGEHA's prior written approval.
- The Technical Proposal shall include a board resolution or valid authorization empowering the signatory to bind the bidder.

6. SITE VISIT AND PRE-BID MEETING

Bidders are strongly advised to inspect the Site and satisfy themselves regarding access, surroundings, utilities, ground conditions, planning controls and all matters affecting their Proposal. A pre-bid meeting and organized site visit shall be held at the time stated in the Bidding Data Sheet. Failure to inspect shall not relieve the successful bidder from any obligation or risk that could reasonably have been identified.

7. CLARIFICATIONS AND AMENDMENTS

Written requests for clarification shall reach FGEHA by the deadline stated in the Bidding Data Sheet. FGEHA may issue clarifications or amend this RFP through an addendum published on EPADS and other applicable platforms. All addenda shall form part of the RFP. Bidders shall monitor EPADS and acknowledge each addendum in their Proposal.

8. BID SECURITY

Each Proposal shall be accompanied by Bid Security of PKR 2,000,000 in the form of CDR/Pay-Order/Bank Draft, issued in favor of FGEHA and valid for at least 180 days from the Proposal submission deadline. A scanned copy shall be uploaded with the Technical Proposal and the original instrument shall reach the office stated in the Bidding Data Sheet before the deadline.

The Bid Security may be forfeited where the bidder:

- Withdraws or materially modifies its Proposal during the Bid Validity period;

- Refuses a correction or clarification permitted by the RFP where such refusal carries forfeiture under the applicable rules or security form;
- Fails to provide the Performance Security or satisfy conditions precedent to award;
- Fails to execute the Concession Agreement within the prescribed period;
- Submits false, forged or materially misleading information.

9. BID VALIDITY

Proposals shall remain valid for 120 days from the Proposal submission deadline. FGEHA may request an extension in writing for a period not exceeding the original validity period. A bidder refusing the extension may withdraw without forfeiting its Bid Security. A bidder agreeing shall extend its Bid Security and shall not change the substance of its Proposal.

10. PREPARATION, SUBMISSION AND OPENING OF PROPOSALS

1. The Proposal shall comprise a separately identifiable Technical Proposal and Financial Proposal.
2. The Technical Proposal shall contain all eligibility documents, technical forms, concept design, business plan, user-fee schedule and evidence, but shall not disclose the offered Gross Revenue Share.
3. The Financial Proposal shall contain only the offered Gross Revenue Share and the prescribed commercial confirmations.
4. Electronic Proposals shall be submitted through EPADS before the deadline. Original Bid Security shall be delivered as stated in the Bidding Data Sheet. Any hard-copy record submission required by the advertisement shall not replace the EPADS submission.
5. Technical Proposals shall be opened publicly on the submission date at least thirty minutes after the deadline. Financial Proposals of technically qualified bidders shall be opened on a date communicated through EPADS.
6. Late, unsigned, conditional, incomplete or materially non-responsive Proposals may be rejected.
7. FGEHA may seek written clarifications that do not change the substance of a Proposal. No amendment of the Technical Proposal or the offered Gross Revenue Share shall be permitted after opening.
8. Where the offered percentage in figures differs from words, the percentage stated in words shall prevail.
9. The Financial Proposals of technically non-responsive bidders shall remain unopened and be returned or otherwise dealt with through EPADS in accordance with applicable rules.

11. ELIGIBILITY CRITERIA / MANDATORY PRE-REQUISITES

Only bidders satisfying every mandatory requirement in their own legal capacity shall proceed to technical evaluation. The PEC contractor shall be appointed after award in accordance with the time-bound requirement below.

S. No.	Requirement	Minimum Condition	Required Evidence
1	Legal status	Single legal entity registered in Pakistan.	SECP incorporation certificate, charter, trust/society registration or equivalent; constitutional documents.
2	Tax status	Registered with FBR and appearing on the Active Taxpayers List on the Proposal deadline.	NTN certificate, latest ATL evidence and applicable sales-tax registration.
3	Single-entity participation	No consortium, JV or association; independent compliance with all	Signed declaration and ownership/control particulars.

S. No.	Requirement	Minimum Condition	Required Evidence
		mandatory operating and financial criteria.	
4	Operating experience	At least three years' continuous experience directly operating and maintaining public-use facilities.	Facility-wise operating agreements, registrations, audited records and client/owner certificates.
5	Comparable facility	At least one comparable community, recreation, club, sports, cultural, banquet, hospitality or multipurpose public-use facility directly operated during the last ten years.	Ownership/lease/management agreement, evidence of public operation, revenue records and photographs.
6	Average annual turnover	At least PKR 50 million average annual turnover during the last three audited financial years.	Audited financial statements and tax returns for three years.
7	Net worth	Positive net worth of at least PKR 50 million in the latest audited financial year.	Latest audited balance sheet and auditor certificate.
8	Financial resources	At least PKR 50 million in liquid funds, sanctioned credit lines or committed financing available at Proposal submission.	Bank statement/certificate or unconditional sanctioned facility issued not earlier than 30 days before submission.
9	Post-award PEC contractor appointment	Appointment within 45 days of the Letter of Acceptance and before physical works of a PEC-registered contractor in the category and work codes appropriate to approved Project cost and scope, subject to FGEHA approval.	Board-authorized undertaking and time-bound selection, due-diligence, appointment and mobilization plan.
10	Proposed key team submission	Complete Form T-6 identifying all five key positions. Missing or unsupported positions receive zero marks under the relevant subcriterion but do not create contractor experience for the bidder.	Form T-6, CVs, qualifications/registrations, verified experience and signed employment/availability commitments.
11	FAR utilization and design consultants	Undertaking to utilize not less than 80% of permissible FAR; concept design prepared by appropriately registered professionals.	Signed undertaking/affidavit; PCATP/PEC registrations and concept-design references.
12	Digital transparency	Existing system or binding undertaking to deploy the required membership, booking, billing, payment and reporting system.	System profile/live evidence or undertaking with implementation plan and vendor quotation.

S. No.	Requirement	Minimum Condition	Required Evidence
13	Health, safety and safeguarding	Documented HSE, fire, emergency, security, accessibility and public-safety systems.	Policies, plans, certifications and evidence from existing operations.
14	No blacklisting	Not blacklisted, suspended or debarred by a public-sector entity or development organization.	Notarized affidavit on prescribed stamp paper.
15	Litigation and default disclosure	Full disclosure of litigation, arbitration, terminated contracts and material defaults during the last five years.	Signed disclosure and affidavit.
16	Conflict of interest	No conflict of interest in relation to the procurement or Project.	Signed declaration.
17	Bid Security	Valid Bid Security in the required amount, form and validity.	Original instrument and scanned copy.
18	Proposal authorization	Proposal signed by a duly authorized representative.	Board resolution or power of attorney.

FGEHA may verify any document or information directly from the issuing authority. A false, forged, altered or materially misleading submission shall result in rejection, forfeiture of Bid Security and any other action available under law.

12. TECHNICAL EVALUATION CRITERIA

Technically responsive Proposals shall be scored out of 100 marks. A bidder must obtain at least 80 marks overall. Only evidence submitted by the Proposal deadline shall be scored. Clarifications may explain existing evidence but shall not introduce a new claim, facility, project, person, financial resource or design feature.

S. No.	Criterion	Measurable Basis	Marks
1	Relevant public-use facility portfolio and operating experience	Verified facilities directly operated and continuous O&M experience.	25
2	Financial strength and financing readiness	Turnover, net worth, liquidity and committed Project funding.	15
3	Concept design, FAR utilization and facility programme	Measurable development utilization, components, capacity, accessibility and sustainability.	25
4	Construction methodology and implementation schedule	Completion period, post-award contractor appointment, CPM programme, QA/QC, HSE and risk controls.	10
5	Proposed project delivery and O&M team	Qualifications, registrations, comparable assignments and signed availability of the proposed five-position team.	10

S. No.	Criterion	Measurable Basis	Marks
6	Affordability of membership	Standard Annual User Cost inclusive of all compulsory membership charges.	5
7	Digital revenue and facility-management system	Verifiable modules and FGEHA reporting access.	5
8	Business plan and operating model	Financial model, staffing, maintenance and continuity plans.	5
	TOTAL		100

DETAILED QUANTIFIED TECHNICAL SCORECARD

Scoring rule: Unsupported, expired, unverifiable or legally un-attributable evidence scores zero. No interpolation shall be applied between bands. Where a checklist awards one mark per item, each item must be separately identified in the prescribed form and cross-referenced to evidence.

Ref.	Subcriterion	Max	Scoring Rule	Mandatory Evidence
1.1	Comparable facilities directly operated	15	1 facility = 5; 2 = 8; 3 = 12; 4 or more = 15.	Facility schedule; ownership/lease/management agreement; operating registration; client certificate; revenue evidence; photographs.
1.2	Continuous public-use facility O&M experience	10	3-5 years = 5; >5-7 years = 8; more than 7 years = 10.	Oldest and continuous operating agreements, registrations and audited records.
2.1	Average annual turnover	4	PKR 50-99m = 2; 100-124m = 3; 125m or more = 4.	Last three audited financial statements and corresponding tax returns.
2.2	Net worth	3	PKR 50-74m = 1; 75-149m = 2; 150m or more = 3.	Latest audited balance sheet and auditor certificate.
2.3	Liquid funds / sanctioned credit lines	3	PKR 50-99m = 1; 100-149m = 2; 150m or more = 3.	Current bank evidence or unconditional sanctioned facility.
2.4	Committed project financing	5	Documented equity/facility equal to <25% of estimated cost = 1; 25-	Board resolution, sponsor commitment

			49% = 2; 50-74% = 3; 75% or more = 5. Narrative without commitment = 0.	and/or sanctioned facility reconciled to estimated Project cost.
3.1	Utilization of permissible FAR	5	Less than 80% = 0; 80-89.99% = 2; 90% or more = 5.	Floor-wise areas; permissible and achieved FAR calculations.
3.2	Minimum facility programme	10	One mark for each clearly dimensioned and functional component listed in the RFP, up to ten marks.	Labelled plans, accommodation schedule, room dimensions, capacities and concept design report.
3.3	Measurable user capacity and functionality	4	One mark each for: hall seating with egress basis; sports/fitness user capacity; guest-room number/capacity; parking and service/loading capacity.	Plans and capacity calculations signed by registered professionals.
3.4	Universal accessibility	3	Step-free accessible entrance/route = 1; accessible toilets on public levels = 1; compliant lift/vertical access where required = 1.	Accessibility plan, sections and schedules.
3.5	Sustainability provisions	3	Renewable energy = 1; water-efficiency/rainwater/greywater system = 1; energy-efficient HVAC/lighting schedule = 1.	Design calculations, system schedules and concept drawings.
4.1	Construction and commissioning period	4	18 months or less = 4 marks; more than 18 and up to 21 months = 3 marks; more than 21 and up to 24 months = 2 marks; more than 24 months = 0 marks and non-compliant.	Resource-loaded programme from Site Handover to Commercial Operations Date and signed undertaking.
4.2	Post-award contractor appointment and CPM programme	2	Time-bound selection, due diligence, FGEHA approval, appointment and mobilization of PEC contractor within 45 days of Letter of Acceptance and before works = 1; complete CPM logic for design, approvals, procurement, construction, testing and commissioning = 1.	Contractor selection/mobilization plan and Primavera/MS Project or equivalent schedule.
4.3	Quality-control mechanism	2	Project QA/QC plan with inspection/test plans = 1; materials testing, consultant approvals and non-conformance process = 1.	Project-specific QA/QC plan and sample ITPs.

4.4	HSE and risk mitigation	2	Project HSE plan = 1; quantified risk register assigning owner, likelihood, impact and mitigation = 1.	Project-specific HSE plan and risk register.
5.1	Project Director	3	Relevant bachelor's degree plus 12 years and two comparable assignments = 3; 8-11 years and one comparable assignment = 2; 5-7 years and one comparable assignment = 1; otherwise 0.	HEC-recognized degree, detailed CV, signed employment/availability commitment, and employer/client certificates stating role, assignment, duration and responsibilities.
5.2	Facility and Operations Manager	2	Relevant bachelor’s degree or recognized facility-management qualification with 8 years’ experience and two comparable facility O&M assignments = 2; 5–7 years and one comparable assignment = 1; otherwise 0.	Degree/qualification, CV, signed availability commitment, and employer/client certificates confirming responsibility for facility operations and maintenance.
5.3	Business Development and Revenue Manager	2	Relevant bachelor’s/master’s degree with 7 years’ experience and two comparable assignments covering membership, events, leasing, sponsorship or commercial revenue generation = 2; 5–6 years and one comparable assignment = 1; otherwise 0.	Degree, CV, signed availability commitment, and employer/client certificates specifying facility, role, period and revenue-development responsibilities.
5.4	Finance, Revenue and MIS Lead	2	CA/ACCA/CMA/MBA-Finance or equivalent plus 5 years' revenue-system/reporting experience = 2; otherwise 0.	Qualification, CV, commitment and verified experience.
5.5	HSE, Fire Safety and Statutory Compliance Manager	1	Recognized HSE/fire qualification plus 5 years' relevant experience = 1; otherwise 0.	Qualification and certification, CV, commitment and verified experience.
6.1	Standard Annual User Cost	5	PKR 20,000 or less = 5; >20,000-35,000 = 4; >35,000-50,000 = 3; >50,000-75,000 = 1; above 75,000 = 0.	Complete first-year tariff including every compulsory recurring membership charge, excluding taxes.
7.1	Membership / customer database	1	Existing live and demonstrated module = 1; binding deployment	Live demonstration/screen

			plan with vendor quotation = 0.5; absent = 0.	shots/reports or system design and quotation.
7.2	Booking and access control	1	Existing live and demonstrated module = 1; binding deployment plan with vendor quotation = 0.5; absent = 0.	As above.
7.3	Billing, digital payment and numbered receipts	1	Existing live and demonstrated module = 1; binding deployment plan with vendor quotation = 0.5; absent = 0.	As above.
7.4	Accounting and revenue-share dashboard	1	Existing live and demonstrated module with audit trail = 1; binding deployment plan with vendor quotation = 0.5; absent = 0.	As above.
7.5	Complaint / maintenance system and FGEHA read access	1	Existing live and demonstrated module = 1; binding deployment plan with vendor quotation = 0.5; absent = 0.	As above.
8.1	Concession-period financial model	2	Editable 20-year model including capex, funding, opex, tariff, utilization, revenue, revenue share, cash flow, IRR/NPV and three sensitivity cases = 2; all except sensitivities = 1; incomplete = 0.	Editable spreadsheet and signed assumptions memorandum.
8.2	Staffing and asset-maintenance plan	2	Organization chart, staffing numbers/shifts, operating hours, preventive maintenance and lifecycle replacement plan = 2; otherwise 0.	Project-specific O&M plan.
8.3	Continuity, security and grievance plan	1	Business continuity, emergency response, security and customer-grievance procedures with response times = 1; otherwise 0.	Project-specific plans and SOPs.

13. FINANCIAL PROPOSAL AND EVALUATION

The Financial Proposal shall state the percentage of Gross Revenue offered to FGEHA in figures and words. The minimum acceptable offer is 10% of Gross Revenue, exclusive of all taxes payable by the bidder.

Only Financial Proposals of bidders obtaining at least 80 technical marks shall be opened. The technically qualified bidder offering the highest responsive Gross Revenue Share shall be ranked first. In case of an exact tie, the higher technical score shall rank first.

The user-fee schedule, Project cost, financing plan and financial model submitted with the Technical Proposal shall remain binding operational commitments, except for changes expressly approved under the Concession Agreement. They shall not disclose or enable inference of the offered Gross Revenue Share.

14. DUE DILIGENCE AND POST-QUALIFICATION

FGEHA may inspect claimed facilities, verify personnel, contact clients, regulators, banks, auditors and tax authorities, and require a live demonstration of digital systems. Before award, FGEHA may verify that the first-ranked bidder has the legal, financial and operational capability to perform the Concession. Such verification shall use only the criteria and evidence requirements stated in this RFP and shall not permit revision of the Proposal.

15. AWARD OF CONCESSION

Subject to approval by the competent authority, completion of the applicable grievance and standstill process, and satisfactory post-qualification, FGEHA intends to award the Concession to the Most Advantageous Bidder determined under this RFP. FGEHA may reject all Proposals before acceptance in accordance with Rule 33 of the Public Procurement Rules, 2004.

16. PERFORMANCE SECURITY

Within 15 days of the Letter of Acceptance, the successful bidder shall provide an unconditional, irrevocable and on-demand Performance Security of PKR 10,000,000 in the prescribed form from a scheduled bank or insurance companies acceptable to FGEHA. It shall remain valid through design, construction and commissioning and for 90 days thereafter, and shall be extended whenever the Construction Period is extended.

17. GENERAL CONDITIONS AND GRIEVANCES

- All Proposal preparation, due diligence, design and submission costs shall be borne by the bidder.
- Documents shall be in English. Supporting material in another language shall have a certified English translation.
- Amounts shall be in Pakistani Rupees unless expressly permitted otherwise.
- FGEHA may verify any claim and inspect any facility, record or system identified in the Proposal.
- Corrupt, fraudulent, collusive, coercive or obstructive practices shall attract rejection, forfeiture, blacklisting proceedings and other action under law.
- Complaints concerning the RFP or evaluation shall be submitted to FGEHA's Grievance Redressal Committee within the applicable periods under Rule 48 and the governing PPRA regulations.
- The successful bidder shall comply with all applicable laws, labour requirements, building regulations, environmental requirements, taxes, data protection, anti-harassment, accessibility, fire and public-safety standards.
- FGEHA may negotiate only those execution details permitted by applicable procurement rules and shall not alter the offered Gross Revenue Share or the material scope after bid opening.

PART II - PROJECT REQUIREMENTS

18. CONCESSION STRUCTURE

Item	Provision
Project Site	Approximately 6,825 square yards in Sector G-13/4, Islamabad, subject to confirmation in Schedule 2.
Delivery Mode	Design, Finance, Build, Operate, Maintain and Transfer.
Concession Period	Twenty years from the Effective Date, extendable once for up to ten years at FGEHA's sole discretion and subject to satisfactory performance and competent approval.
Land Ownership	Land shall remain vested in FGEHA. The Concessionaire receives only the contractual right to use the Site for the Project.
Construction Period	Maximum 24 months from the Site Handover Date.
Revenue Share	Monthly payment to FGEHA of the offered percentage of Gross Revenue.
Revenue Share Start	From the Commercial Operations Date.
Project Financing	Entirely by the Concessionaire without recourse to FGEHA, except obligations expressly stated in the Agreement.
Transfer	At expiry or termination, permanent structures and specified Project Assets shall be transferred to FGEHA in safe, functional and properly maintained condition, free of liens and financial liabilities.

19. SITE AND PLANNING PARAMETERS

- The Site shall be made available on an as-is, where-is basis after execution of the Agreement and fulfilment of applicable conditions precedent.
- FGEHA shall provide access or right of way to the extent lawfully available under its control. No representation is made regarding additional land.
- Any additional or temporary land requirement shall require a separate written approval and payment on terms determined by FGEHA; the bidder shall have no entitlement to such land.
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- The Concessionaire shall obtain all approvals required from FGEHA. FGEHA shall not charge fees for approval of building plans.
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- Concept designs shall not create any vested right. The approved detailed design and applicable law shall govern construction.

20. MINIMUM FACILITY PROGRAMME

The final facility mix shall comply with the approved design and financial model. The Technical Proposal shall quantify the following components and their areas, capacities and operating assumptions:

Component	Minimum Proposal Information
Multipurpose / banquet hall	Convertible hall with stated seating/standing capacities, stage/service provision and compliant exits.

Component	Minimum Proposal Information
Sports and fitness	Fitness club and at least five distinct indoor sports or fitness activities, with equipment and user capacities.
Accommodation / guest rooms	Number, type, accessible provision, occupancy and support facilities.
Conference / meeting rooms	Number, seating capacity and audiovisual provision.
Cultural / educational activity areas	Flexible rooms for training, exhibitions, community programmes and cultural activities.
Restaurant / food service	Dining capacity, kitchen, stores, hygiene flows, ventilation and waste management.
Administration and support	Reception, offices, staff areas, stores, security, maintenance workshop/plant and back-of-house circulation.
Public support facilities	Prayer room, first-aid room, accessible toilets, baby-care/family support where proposed and drinking-water points.
Parking and servicing	Parking, accessible spaces, drop-off, loading/service access and emergency-vehicle access as required by applicable controls.
Safety and resilience	Fire detection/suppression, emergency power/lighting, CCTV/access control, drainage, heat and rain resilience.

21. DESIGN, CONSTRUCTION AND COMMISSIONING

- The Technical Proposal shall include concept plans, elevations, sections, area statements, FAR calculations, accommodation schedule, outline specifications and a Project Design Report.
- Detailed designs shall be submitted within 45 days of the Site Handover Date and shall comply with FGEHA planning controls, applicable Building and Town Planning Regulations as amended, fire and life-safety requirements, accessibility standards, environmental law and utility requirements.
- The Concessionaire shall appoint a PEC-registered contractor in the category and work codes appropriate to the approved Project cost and scope within 45 days of the Letter of Acceptance and before commencement of physical works. The appointment, replacement and material subcontracting arrangements shall require FGEHA's prior written approval.
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- The Concessionaire shall submit and implement project-specific QA/QC, HSE, environmental, traffic/logistics and risk-management plans.
- Design, approvals, construction, testing, commissioning and commencement of operations shall be completed within 24 months of the Site Handover Date.
- Delay beyond 24 months shall attract liquidated damages of PKR 25,000 per day for up to 180 days. FGEHA may waive damages only for an approved extension arising from reasons not attributable to the Concessionaire and supported by contemporaneous records.
- If delay exceeds the approved extension, FGEHA may terminate, resume possession and exercise its rights over Project Assets without financial liability except as required by law.
- Before commissioning, the Concessionaire shall obtain completion, structural stability, fire, electrical, lift, environmental, food/hygiene and other certificates applicable to the facility.

22. OPERATIONS AND MAINTENANCE

- The Community Center shall be operated directly by the Concessionaire under its approved brand and operating plan.
- The Concessionaire shall maintain adequate staffing, operating hours, preventive maintenance, lifecycle replacement, security, housekeeping, hygiene, food safety, customer service, complaint handling and emergency response.
- The core facility operation shall not be assigned, franchised or sublet. Construction and specialized ancillary services, including food service, cleaning, security, repairs and maintenance, may be subcontracted with prior disclosure or approval where required; the Concessionaire remains fully responsible.
- No unlawful, hazardous, discriminatory or unauthorized activity shall be permitted. Advertising, naming rights, sponsorship and third-party commercial use require FGEHA approval.
- Operations and marketing shall not commence before written commissioning approval from FGEHA and receipt of required statutory approvals.
- The Concessionaire shall keep the Site free of encroachment and shall not use land outside the approved boundary.

23. FEES, AFFORDABILITY AND FGEHA CONCESSIONS

- The first-year tariff submitted in Form T-7 shall identify every membership, booking, event, room, sports, food, service, deposit and compulsory charge.
- No undisclosed compulsory charge may be imposed. Refundable security deposits shall be separately identified and returned under a published policy.
- A 50% discount shall apply to the approved membership fee for serving FGEHA employees.
- FGEHA may hold up to seven events in each Contract Year without venue-utilization charges, subject to at least 15 days' notice and reasonable availability. Each event may occupy the relevant venue for up to four days. Catering, extraordinary utilities, additional security and repair of event-specific damage are excluded unless expressly agreed.
- The bidder shall explain how the proposed tariff, discounts and free-event entitlement remain sustainable within the financial model.

24. BUSINESS PLAN AND FINANCIAL MODEL

The Technical Proposal shall include:

- a Project implementation strategy and resource-loaded programme;
- a detailed capital-cost estimate and financing plan identifying equity, debt, facilities and working capital;
- a 20-year editable financial model covering utilization, membership, bookings, tariffs, Gross Revenue, operating costs, taxes, maintenance, lifecycle replacement, revenue share, cash flow, IRR/NPV, debt service and break-even;
- base, downside and severe-downside sensitivity cases covering construction delay, cost increase, lower utilization and tariff constraints;
- a staffing, operating-hours, service-delivery, preventive-maintenance and asset-replacement plan;
- a risk register with assigned owners, likelihood, impact, mitigation and contingency;
- a business-continuity, security, emergency and customer-grievance plan.

25. DIGITAL SYSTEMS, ACCOUNTS AND REVENUE ASSURANCE

- Within 45 days of the Effective Date and before any booking or collection, the Concessionaire shall deploy an integrated, auditable system covering membership/customer records, booking, access control, billing, numbered receipts, digital payments, accounting, maintenance, complaints and management reporting.

- FGEHA shall receive role-based read access to membership, bookings, attendance/access, tariffs, discounts, receipts, cancellations/refunds, event and room revenue, payment channels and revenue-share calculations.
- All Project receipts shall be routed through a dedicated Project bank account and verifiable banking/digital channels. Cash, where unavoidable, shall be receipted in the system and deposited intact by the next banking day.
- The Concessionaire shall maintain separate books, submit monthly operational and revenue statements within seven days after month-end, and pay the Revenue Share by the 10th day of the following month.
- Annual audited Project financial statements shall be submitted within 90 days of the financial year-end. Records shall be retained for at least ten years or any longer period required by law.
- FGEHA, the Auditor-General where applicable, and their nominees may inspect, reconcile and audit the Site, systems, bank records, tax records, contracts and books.

26. MONITORING, REPORTING AND PERFORMANCE STANDARDS

The Director (JVP), FGEHA or nominee shall act as Contract Administrator. A Management Committee comprising the Director (JVP), Director (Revenue) and three representatives of the Concessionaire shall review performance quarterly.

FGEHA may issue a deficiency notice and require a corrective-action plan. Persistent or material failure may result in damages, Performance Security encashment, step-in for urgent safety or continuity reasons, or termination.

27. HANDOVER REQUIREMENTS

- At expiry or termination, the Concessionaire shall hand over the Site, permanent structures, Project Assets, as-built drawings, manuals, warranties, transferable licenses, data, records, keys, access credentials and inventories.
- Assets shall be safe, functional, properly maintained, free of liens and encumbrances and capable of continued operation.
- FGEHA may conduct a condition survey 24 months before scheduled expiry and require a funded rectification and replacement plan.
- The Concessionaire shall complete rectification before handover and provide reasonable transition support to prevent interruption.

PART III - PROPOSAL FORMS

FORM 1 - LETTER OF TECHNICAL PROPOSAL

Date: ____________
RFP No.: ____________

To:
Director (JVP)
Federal Government Employees Housing Authority
Islamabad

Subject: Technical Proposal for Establishment and Operation of a State-of-the-Art Community Center in Sector G-13/4, Islamabad.

We, the undersigned, having examined the RFP and all addenda, submit our Technical Proposal and undertake to design, finance, build, equip, operate, maintain and transfer the Project in accordance with the RFP and our Proposal.

- All information and documents submitted are true, complete, current and verifiable.
- We authorize FGEHA to conduct independent due diligence and contact issuing authorities, clients, banks, auditors and regulators.
- Our Proposal shall remain valid for 120 days from the Proposal submission deadline and any extension accepted by us.
- We submit Bid Security of PKR 2,000,000/= (2 million) in favor of FGEHA in the prescribed form and validity.
- Our Technical Proposal does not disclose the offered Gross Revenue Share.
- This Proposal is made without collusion, comparison of financial offers or arrangement with another bidder.
- We accept that FGEHA is not bound to accept any Proposal and may exercise its rights under applicable law.

Authorized Signatory: ____________________ Name/Designation: ____________________
Bidder: ____________________ Date: __________ Seal: __________

FORM 2 - BIDDER INFORMATION

Information	Response
Legal name	
Legal form	
Registration number / date	
NTN / sales-tax registration	
Registered address	
Mailing address	
Authorized representative	
Telephone / official email	
Website	
Principal business activities	
Years of public-use facility O&M experience	
Number of comparable facilities directly operated	
Ownership / controlling shareholders	
Form T-6 proposed team and commitments attached	Yes / No; evidence page reference: ___________

FORM 3 - AUTHORIZED REPRESENTATIVE INFORMATION

Item	Response
Authorized representative name	
CNIC / Passport No.	
Designation	
Office address	
Telephone / Mobile	
Official email	
Basis of authority	Board Resolution / Power of Attorney / Other
Corporate authorization attached	Yes / No
Specimen signature	

TECHNICAL EVALUATION FORMS AND EVIDENCE SCHEDULES

The bidder shall complete Forms T-1 to T-7 and provide exact document/page or drawing references. A blank entry, unsupported claim or evidence not attributable to the bidder shall receive zero marks.

FORM T-1 - TECHNICAL SCORE CLAIM AND EVIDENCE INDEX

Ref.	Subcriterion	Max	Bidder's Claimed Data	Evidence / Page Ref.
1.1	Comparable facilities directly operated	15		
1.2	Continuous public-use facility O&M experience	10		
2.1	Average annual turnover	4		
2.2	Net worth	3		
2.3	Liquid funds / sanctioned credit lines	3		
2.4	Committed project financing	5		
3.1	Utilization of permissible FAR	5		
3.2	Minimum facility programme	10		
3.3	Measurable user capacity and functionality	4		
3.4	Universal accessibility	3		

Ref.	Subcriterion	Max	Bidder's Claimed Data	Evidence / Page Ref.
3.5	Sustainability provisions	3		
4.1	Construction and commissioning period	4		
4.2	Post-award contractor appointment and CPM programme	2		
4.3	Quality-control mechanism	2		
4.4	HSE and risk mitigation	2		
5.1	Project Director	3		
5.2	Facility and Operations Manager	2		
5.3	Business Development and Revenue Manager	2		
5.4	Finance, Revenue and MIS Lead	2		
5.5	HSE, Fire Safety and Statutory Compliance Manager	1		
6.1	Standard Annual User Cost	5		
7.1	Membership / customer database	1		
7.2	Booking and access control	1		
7.3	Billing, digital payment and numbered receipts	1		
7.4	Accounting and revenue-share dashboard	1		
7.5	Complaint / maintenance system and FGEHA read access	1		
8.1	Concession-period financial model	2		
8.2	Staffing and asset-maintenance plan	2		

Ref.	Subcriterion	Max	Bidder's Claimed Data	Evidence / Page Ref.
8.3	Continuity, security and grievance plan	1		

FORM T-2 - COMPARABLE FACILITY PORTFOLIO AND O&M EXPERIENCE

S. No.	Facility / Address	Type	Direct Operating Role	Operating Period	Capacity / Area	Evidence / Page Ref.

Attach ownership, lease or management agreements and verifiable evidence of public operation. Experience of affiliates, franchisees and undisclosed partners shall not be counted.

FORM T-3 - FINANCIAL CAPACITY AND PROJECT FINANCING

Financial Metric	FY ______	FY ______	FY ______	Figure Applicable for Scoring	Evidence / Page Ref.
Average annual turnover				Three-year average: ______	
Net worth				Latest audited FY: ______	

Calculation: Average annual turnover = (FY-1 turnover + FY-2 turnover + FY-3 turnover) / 3. Net worth shall be reported for all three years, while scoring shall be based on the latest audited financial year.

B. Current Financial Resources and Project Financing

Financial Metric	Current / Committed Amount (PKR Million)	As-of Date / Validity	Basis or Calculation	Evidence / Page Ref.
Current liquid funds			Unrestricted cash and bank balances currently available to the bidder	Recent bank statement or bank certificate
Sanctioned and unutilized credit lines			Only the unutilized amount currently available for the Project	Bank sanction letter stating limit, utilized amount, available balance and validity
Total currently available financial resources			**Liquid funds + unutilized sanctioned credit lines**	**Supporting bank evidence**
Estimated project cost			Construction, equipment, furnishing and commissioning costs	Detailed project cost estimate signed by the bidder and relevant professional

Important: Bank evidence should be issued not earlier than 30 days before the proposal deadline. Only valid and unutilized credit lines shall be counted.

Authorized Signatory: ____________________ Name/Designation: ____________________

Date: __________ Seal: __________

FORM T-4 - CONCEPT DESIGN, FAR AND FACILITY PROGRAMME

A. Development and FAR Statement

Parameter	Figure	Unit / Basis	Drawing / Calculation Ref.
Confirmed Site area	6825	sq. yds.	
Permissible FAR	1:6	Ratio	
Permissible total floor area		sq. yds.	
Proposed building footprint		sq. yds.	
Floor-wise covered areas		sq. yds.	
Total proposed covered area		sq. yds.	
Achieved FAR		Ratio	
FAR utilization		% of permissible floor area	

Formula: Achieved FAR = Total proposed covered area / Site area. FAR utilization (%) = Total proposed covered area / Permissible total floor area x 100.

B. Floor-wise Accommodation and Capacity Schedule

Facility	Floor / Location	No.	Area	User Capacity	Drawing Ref.
Multipurpose / banquet hall					
Fitness club					
Indoor sports / fitness activities (list each)					
Accommodation / guest rooms					
Conference / meeting rooms					
Cultural / educational activity areas					
Restaurant / dining					
Kitchen / stores / back-of-house					
Administration / staff / maintenance					
Prayer and first-aid rooms					
Accessible toilets and facilities					
Parking / drop-off / loading					
Plant, waste and service areas					

Facility	Floor / Location	No.	Area	User Capacity	Drawing Ref.
Other major facilities					

C. Accessibility and Sustainability Compliance

Item	Provided (Yes/No)	Quantified Provision	Drawing / Schedule Ref.
Step-free entrance and continuous accessible route			
Accessible toilets on public levels			
Lift / compliant vertical access			
Solar / renewable-energy system		kW / annual generation	
Water efficiency / rainwater / greywater system		capacity / annual saving	
Energy-efficient HVAC and lighting		efficiency / load saving	

FORM T-5 - CONSTRUCTION METHODOLOGY AND IMPLEMENTATION SCHEDULE

Submission	Bidder's Commitment / Reference	Evidence / Page Ref.
Proposed period from Site Handover to Commercial Operations		
Design and approval milestones		
Post-award PEC contractor selection, FGEHA approval, appointment within 45 days of Letter of Acceptance, and mobilization milestones		
Structure, MEP, finishes and external works milestones		
Testing, commissioning and handover milestones		
CPM logic, critical path and float		
Resource and cost loading		
QA/QC plan and inspection/test plans		
Materials testing and non-conformance process		
Project HSE plan		
Quantified risk register		

FORM T-6 - PROPOSED PROJECT DELIVERY AND O&M TEAM

Position	Proposed Person	Qualification / Registration	Relevant Experience / Comparable Assignments	Employment / Availability Commitment	Evidence / Page Ref.
Project Director					
Facility and Operations Manager					
Business Development and Revenue Manager					
Finance, Revenue and MIS Lead					
HSE, Fire Safety and Statutory Compliance Manager					

Attach degree/registration, CV, verified experience certificates and signed employment or availability commitment for each person.

FORM T-7 - FEES, BUSINESS PLAN AND DIGITAL SYSTEMS

A. First-Year Tariff and Standard Annual User Cost

Charge	Unit / User Category	First-Year Amount (PKR)	Compulsory (Yes/No)	Notes / Evidence Ref.
Annual membership fee				
Admission / registration fee				
Monthly / recurring fee				
Card / access fee				
Sports / fitness compulsory fee				
Other compulsory membership charge				
Standard Annual User Cost	Individual member		Total	

Standard Annual User Cost = annual membership plus every compulsory registration, monthly, access, sports or other recurring charge for a standard individual member, excluding taxes and refundable deposits.

B. Digital System Modules

Module	Existing Live / Deployment Plan	Key Functions	Evidence Ref.
Membership / customer database			
Booking and access control			
Billing, digital payment and numbered receipts			
Accounting and revenue-share dashboard			
Complaint and maintenance management			

C. Business Plan Deliverables

Deliverable	Included (Yes/No)	Key Figure / Commitment	Evidence / File Ref.
Catchment study and 100+ primary survey responses			
Editable 20-year financial model			
Capex and financing plan			
Base, downside and severe-downside sensitivities			
Staffing, operating hours and organization			
Preventive maintenance and lifecycle replacement			
Business continuity and emergency response			
Security and customer-grievance plan			

Certification: We certify that Forms T-1 to T-7 are true, complete and verifiable and authorize FGEHA to verify them from issuing authorities, facilities, clients, banks, auditors and regulators.

Authorized Signatory: ____________________ Name/Designation: ____________________

Bidder: ____________________ Date: __________ Seal: __________

FORM 4 - FINANCIAL PROPOSAL

Date: ____________
RFP No.: ____________

To:
Director (JVP)
Federal Government Employees Housing Authority
Islamabad

Subject: Financial Proposal for Establishment and Operation of a State-of-the-Art Community Center in Sector G-13/4, Islamabad

Having examined the RFP and all addenda, we offer to design, finance, build, equip, operate, maintain and transfer the Project and to pay FGEHA:

__________ % of Gross Revenue
(In words: __________________ percent)

The offered share applies throughout the Concession Period, is exclusive of taxes payable by us, and shall be calculated on total Gross Revenue without unauthorized deduction. We confirm that the offer is not less than 10%.

- We shall pay the Revenue Share by the 10th day of the following month with the prescribed statements and bank evidence.
- We agree to abide by this Proposal for 120 days from the submission deadline and any extension accepted by us.
- Until the formal Agreement is signed, this Proposal and FGEHA's written acceptance shall bind us to complete the conditions precedent to award.
- This Proposal is made without collusion, comparison of financial offers or arrangement with another bidder.

Authorized Signatory: ____________________ Name/Designation: ____________________
Bidder: ____________________ Date: __________ Seal: __________

FORM 5 - DECLARATIONS AND AFFIDAVITS

- No blacklisting, suspension or debarment declaration.
- Conflict-of-interest declaration.
- Litigation, arbitration, terminated-contract and default disclosure for the last five years.
- Authenticity and completeness of documents declaration.
- Single-entity and no-collusion declaration.
- Undertaking not to change ownership or control without FGEHA approval.
- Undertaking to obtain and maintain all approvals, licences and insurances.
- Undertaking to deploy the required digital system and provide FGEHA access.
- Undertaking to comply with anti-corruption laws, procurement rules and the Concession Agreement.
- Board-authorized undertaking to appoint a FGEHA-approved PEC-registered contractor within 45 days of the Letter of Acceptance and before commencement of physical works.

PART IV - DRAFT CONCESSION AGREEMENT

This Concession Agreement is made at Islamabad on ____________ between the Federal Government Employees Housing Authority, through its authorized representative ('FGEHA' or 'Party A'), and ____________________, a legal entity organized under the laws of Pakistan, through its duly authorized representative ('Concessionaire' or 'Party B').

WHEREAS FGEHA invited Proposals for the establishment and operation of a Community Center in Sector G-13/4, Islamabad, on a gross revenue-sharing basis; the Concessionaire submitted the Most Advantageous Bid offering _______% of Gross Revenue; and FGEHA issued the Letter of Acceptance dated ____________.

1. DEFINITIONS AND INTERPRETATION

'Agreement' means this Concession Agreement and the documents incorporated under Clause 2. 'Applicable Law' includes all relevant laws, rules, regulations, approvals and standards applicable to the Project.

'Commercial Operations Date' means the date certified by FGEHA on which the Project is fully commissioned and authorized to receive members, bookings and revenue. 'Contract Year' means each twelve-month period beginning on the Commercial Operations Date or its anniversary.

‘Effective Date’ means the date on which this concession agreement is signed between Party A & Party B.

'Gross Revenue' has the meaning in Clause 14. 'Project Assets' means all permanent and movable assets procured, installed or used principally for the Project.

2. CONTRACT DOCUMENTS AND PRECEDENCE

The Agreement shall include the Letter of Acceptance, this Concession Agreement and schedules, RFP and addenda, accepted Technical Proposal, Financial Proposal, approved plans and Performance Security. In case of conflict, precedence shall be: (i) Concession Agreement and schedules; (ii) Letter of Acceptance; (iii) RFP and addenda; (iv) accepted Technical Proposal; and (v) Financial Proposal, provided that the offered Gross Revenue Share shall prevail over any inconsistent lower figure.

3. EFFECTIVE DATE AND CONCESSION PERIOD

The Agreement shall take effect when signed by both Parties and the conditions precedent specified by FGEHA are fulfilled or waived in writing. The Concession Period shall be twenty years from the Effective Date unless earlier terminated. FGEHA may, at its sole discretion and subject to competent approval and satisfactory performance, extend once for up to ten years on existing or modified terms. No extension is automatic.

4. GRANT AND NATURE OF CONCESSION

FGEHA grants the Concessionaire a non-exclusive, non-transferable contractual right to use the Site solely to design, finance, build, equip, operate, maintain and transfer the Project. Land ownership remains with FGEHA. Nothing creates a leasehold, tenancy, partnership, agency or proprietary interest beyond the express contractual right of use.

5. STATUS AND CONTINUING ELIGIBILITY

The Concessionaire shall remain the sole Concessionaire and solely liable for all obligations. It shall maintain its legal existence, registrations, tax status, licences and mandatory eligibility. It shall not introduce a co-concessionaire or undergo a direct or indirect change of control without FGEHA's prior written approval.

6. CONDITIONS PRECEDENT

Before Site Handover, the Concessionaire shall provide the Performance Security, insurances, evidence of financing, corporate authorizations and approved consultant appointments. It shall appoint the

FGEHA-approved PEC contractor within 45 days of the Letter of Acceptance and, in all cases, before commencement of physical works. The key team accepted through Form T-6 shall remain committed, and any replacement shall require prior approval and equal or better credentials.

FGEHA shall identify the Site, execute the possession memorandum and provide the planning parameters and access available under its control. Failure by the Concessionaire to satisfy its conditions within the prescribed period shall constitute failure to proceed and may result in cancellation of award and forfeiture.

7. OBLIGATIONS OF THE CONCESSIONAIRE

The Concessionaire shall finance the Project; prepare and obtain approval of designs; appoint qualified consultants and contractors; obtain permits; construct and equip the Project; recruit and train staff; operate and maintain the facility; comply with law and approved tariffs; maintain insurances, records and systems; pay the Revenue Share; rectify defects; prevent encroachment; and transfer the Site and Project Assets at expiry or termination.

8. OBLIGATIONS OF FGEHA

FGEHA shall make the Site available under the possession memorandum, review submissions within reasonable time, facilitate coordination with public authorities where appropriate, grant FGEHA approvals without charging an internal approval fee, monitor the Agreement and refrain from interfering in day-to-day operations while the Concessionaire remains compliant. FGEHA does not guarantee any external approval, utility connection, customer volume, revenue or profitability.

9. SITE, ACCESS AND ADDITIONAL LAND

The Site shall be handed over on an as-is, where-is basis. Access/right of way shall be provided only to the extent lawfully available under FGEHA's control. No additional land is promised. Any additional or temporary land requires a separate written approval and payment on terms determined by FGEHA. Encroachment or use outside the approved boundary is a material breach.

10. DESIGN AND APPROVALS

Concept and detailed designs shall comply with the approved Proposal, FGEHA planning controls and Applicable Law. Detailed designs shall be submitted within 45 days of Site handover. Review or approval by FGEHA does not relieve the Concessionaire, architect, engineer, contractor or consultant from professional responsibility, code compliance or liability.

11. CONSTRUCTION AND COMMISSIONING

The Concessionaire shall complete design, approvals, construction, testing, commissioning and commencement of operations within 24 months of Site handover in accordance with the approved programme.

Delay beyond 24 months shall attract liquidated damages of PKR 25,000 per day for up to 180 days. An extension or waiver requires a reasoned written approval based on causes not attributable to the Concessionaire. Delay beyond the approved extension may result in termination and resumption of possession.

Commercial operation shall not commence until FGEHA issues a commissioning certificate after receipt of applicable completion, structural stability, fire, electrical, environmental, food/hygiene and other certificates.

12. PERFORMANCE SECURITY

The Concessionaire shall maintain an unconditional, irrevocable and on-demand Performance Security of PKR 10,000,000 in form of Bank Guarantee or insurance guarantee acceptable to FGEHA through design, construction and commissioning and for 90 days thereafter. It shall be extended before expiry. FGEHA may encash it for failure to proceed, construction default, unpaid damages, material nonperformance or other grounds stated in the security and this Agreement, without prejudice to other remedies.

13. OPERATIONS, MAINTENANCE AND SERVICE STANDARDS

The Concessionaire shall directly operate and maintain the Project in accordance with the approved O&M plan, tariff, staffing plan, and safety requirements. It shall maintain the facilities in clean, safe, serviceable and fit-for-purpose condition; undertake preventive and corrective maintenance; and fund lifecycle replacement.

14. GROSS REVENUE AND REVENUE SHARE

Gross Revenue means all amounts received or receivable from or in connection with the Project, whether in cash or kind, including membership, admission, registration, booking, event, banquet, conference, sports, fitness, room/accommodation, restaurant/food service, cultural/educational activity, sponsorship, advertising, naming rights, parking, equipment hire, service, digital/platform, concessionaire and ancillary income, before any deduction, set-off, commission, cost or expense.

Gross Revenue excludes only: (i) refundable security deposits actually returned; (ii) sales or similar taxes separately collected for and paid to Government; and (iii) insurance proceeds applied solely to reinstate damaged Project Assets, each supported by auditable records. Related-party transactions shall be recorded at arm's-length market value.

The Concessionaire shall pay FGEHA **_______**% of monthly Gross Revenue by the 10th day of the following month with a system-generated statement and bank evidence. Late amounts shall carry markup at the prevailing State Bank of Pakistan policy rate plus 2% per annum from due date until payment.

FGEHA may conduct a revenue audit. Any shortfall shall be paid within seven days of demand with markup and audit cost. An understatement exceeding 2% for a month, or repeated understatement, is a material breach.

15. ACCOUNTS, BANKING, AUDIT AND DIGITAL ACCESS

The Concessionaire shall maintain a dedicated Project bank account and separate books; route all receipts through verifiable banking/digital channels; provide FGEHA role-based read access to approved systems; submit monthly operational and revenue statements within seven days of month-end and annual audited Project financial statements within 90 days of year-end; retain records for at least ten years; and permit inspection, reconciliation, system audit and financial audit by FGEHA, the Auditor-General where applicable, or their nominees.

16. FGEHA EMPLOYEE AND EVENT CONCESSIONS

Serving FGEHA employees shall receive a 50% discount on the approved membership fee. FGEHA may hold up to seven events (up to 4 days for each event or can be combined in specific case) per Contract Year without venue-utilization charges, subject to 15 days' notice and reasonable availability. Catering, extraordinary utilities, additional security and event-specific damage are excluded unless agreed. All concessions shall be recorded in the system.

17. MANAGEMENT COMMITTEE AND CONTRACT ADMINISTRATION

A Management Committee Comprising Director (JVP), Director (Revenue) and Director (Finance) of FGEHA and three Concessionaire representatives shall meet quarterly. Director (JVP), FGEHA or nominee shall be Contract Administrator, and Director (JVP) shall be focal person. The Committee reviews performance but does not amend the Agreement unless an amendment is approved and executed by authorized representatives.

18. MONITORING, INSPECTION AND REPORTING

FGEHA may inspect the Site, Project Assets, safety arrangements, customer records, tariffs, financial records and systems with or without prior notice. The Concessionaire shall provide access and cooperation, submit the reports in Schedule 1 and promptly rectify deficiencies. FGEHA's inspection does not transfer operational responsibility or liability.

19. UTILITIES, TAXES AND OPERATING COSTS

The Concessionaire shall obtain and pay for utilities, taxes, duties, licences, approvals, salaries, maintenance, equipment, consumables, insurance and all other Project costs. Utility connections are at the Concessionaire's risk and cost. FGEHA has no financial liability except as expressly stated.

20. INSURANCE, LIABILITY AND INDEMNITY

The Concessionaire shall maintain construction all-risk, third-party/public liability, employer/workers compensation, property/fire, equipment, business interruption and other prudent insurances in amounts approved by FGEHA, naming FGEHA as co-insured or loss payee where appropriate. The Concessionaire shall indemnify FGEHA, its officers and employees against claims, losses, penalties and liabilities arising from the Concessionaire's acts, omissions, construction, operations, employees, contractors or breach, except to the extent caused by FGEHA's proven wilful misconduct.

21. ASSIGNMENT, SUBCONTRACTING, CHANGE OF CONTROL AND FINANCING SECURITY

The Concessionaire shall not assign, novate, transfer, mortgage or create an interest in the Concession or Site, or undergo a change of control, without FGEHA's prior written approval. Core operation shall not be subcontracted or franchised. Approved construction and specialist service subcontracting does not reduce liability. No security can be created over FGEHA land.

22. PERFORMANCE FAILURE AND CORRECTIVE ACTION

If an obligation is not met, FGEHA may issue a deficiency notice stating the breach, evidence, corrective action and cure period. The Concessionaire shall submit and implement a corrective-action plan. Repeated or material failure may result in damages, withholding of approvals, Performance Security encashment, step-in or default termination.

23. STEP-IN RIGHTS

Where urgent action is necessary to protect life, safety, property, revenue records or continuity and the Concessionaire fails or is unable to act, FGEHA may temporarily step in or appoint another person after notice where practicable. Reasonable step-in costs caused by Concessionaire default shall be recoverable from the Concessionaire. Step-in does not waive the default.

24. EVENTS OF DEFAULT

Events of default include material breach; failure to pay Revenue Share for two consecutive months; concealment or fraudulent reporting of revenue; abandonment; insolvency; unsafe or unlawful operation; loss of required licence; failure to complete construction or meet an approved final deadline; unauthorized assignment, subcontracting, encumbrance or change of control; repeated KPI failure; failure to implement corrective action; encroachment; and false or forged procurement information.

25. TERMINATION AND CONSEQUENCES

FGEHA may terminate for default after a written notice and a cure period stated in the notice, which shall not be less than 15 days where the default is curable. Fraud, abandonment, imminent safety risk and other non-curable defaults may justify immediate action subject to Applicable Law.

Upon termination, the Concessionaire shall cease unauthorized activity, secure the Site, pay all dues, hand over the Site and Project Assets, records and systems, and provide transition assistance.

Termination does not release accrued payment, indemnity, audit, confidentiality or handover obligations.

No compensation is payable for Concessionaire default except to the extent expressly required by Applicable Law. FGEHA may recover damages and completion/transition costs and may procure a replacement operator in accordance with law.

26. HANDOVER AND TRANSFER

At expiry or termination, the Concessionaire shall hand over the Site, permanent structures, Project Assets, warranties, transferable licences, manuals, as-built drawings, records, data and system access in safe, functional and properly maintained condition, free of financial liabilities, liens and encumbrances. FGEHA may conduct a condition survey 24 months before scheduled expiry and require a funded rectification plan completed before handover.

27. FORCE MAJEURE

A Party affected by an event beyond its reasonable control shall notify the other promptly, provide evidence, mitigate effects and resume performance as soon as practicable. Payment obligations accrued before the event are not excused. If force majeure materially prevents performance for more than 90 consecutive days or 180 aggregate days, the Parties shall consult; FGEHA may terminate if continuation is no longer practicable, subject to Applicable Law.

28. DISPUTE RESOLUTION

The Parties shall first refer a dispute to the Contract Administrator and then to their authorized senior representatives for good-faith resolution within 30 days. If unresolved, the dispute shall be settled by arbitration in Islamabad under the Arbitration Act, 1940 by three arbitrators: one appointed by each Party and the presiding arbitrator appointed by the two arbitrators. The location for arbitration shall be Islamabad.

29. GOVERNING LAW AND NOTICES

The Agreement is governed by the laws of the Islamic Republic of Pakistan. Notices shall be in writing and delivered by hand, recognized courier, registered post or official email to the authorized representatives stated below. Email notice shall be followed by a signed hard copy where required by FGEHA.

30. MISCELLANEOUS

No amendment or waiver is effective unless in writing and signed by authorized representatives after competent approval. Invalid provisions shall be severed without affecting the remainder. The Agreement constitutes the entire agreement. Confidentiality, anti-corruption, audit, record retention, indemnity, accrued payment and handover provisions survive termination. No failure or delay in exercising a right is a waiver.

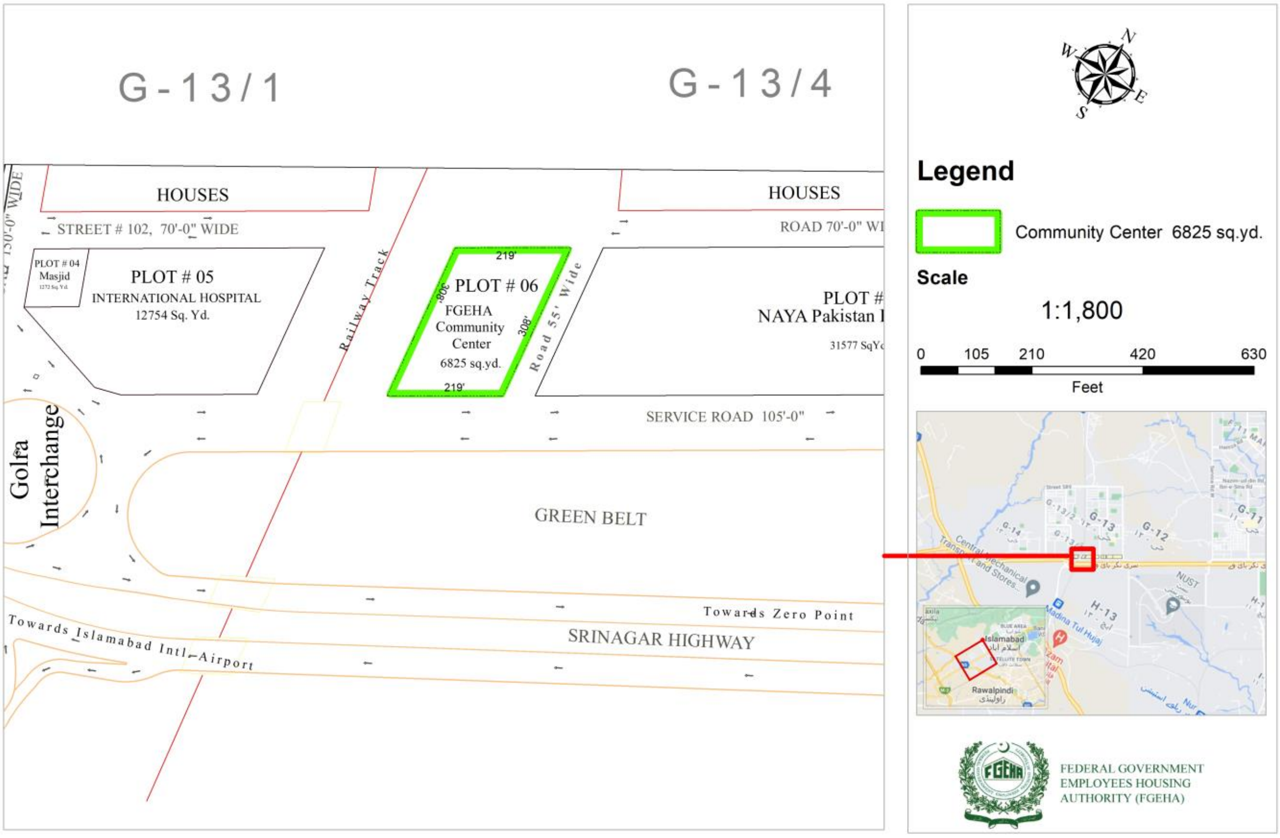
SCHEDULE 1 - MINIMUM OUTPUTS AND OPERATING KPIs

Output / KPI	Minimum Standard	Evidence	Frequency
Detailed design submission	Within 45 days of Site Handover	Approved submission register	One-time / revisions as directed
Commercial Operations Date	Within 24 months of Site Handover	FGEHA commissioning certificate	One-time
Required licences and safety certificates	100% valid at all times	Licence/certificate register	Quarterly and on renewal
Facility availability	At least 95% of approved operating hours, excluding approved closures	Access/booking and closure logs	Monthly
Preventive maintenance completion	At least 95% of scheduled tasks	CMMS / maintenance register	Monthly
Critical safety defect response	Secure within 2 hours; permanent rectification within 24 hours or approved plan	Incident and work-order logs	Per incident
Routine maintenance defects	Rectify within 7 days	Work-order logs	Monthly
Customer complaint acknowledgement	Within 1 working day	Complaint system	Monthly
Customer complaint resolution	At least 90% within 5 working days	Complaint system	Monthly
Digital system uptime	At least 99% during approved operating hours	System logs	Monthly
Monthly operational/revenue statement	Within 7 days after month-end	Signed report and system extract	Monthly
Revenue Share payment	By 10th day of following month	Bank evidence and reconciliation	Monthly
Annual audited Project statements	Within 90 days of financial year-end	Audited statements	Annual
Material incident notification	Initial notice within 2 hours; written report within 24 hours	Incident report	Per incident
Emergency drills	At least two documented drills each year	Drill records	Semi-annual

Output / KPI	Minimum Standard	Evidence	Frequency
Management Committee meeting	At least once each quarter	Minutes and action tracker	Quarterly

SCHEDULE 2 - SITE / LOCATION PLAN

LOCATION PLAN OF COMMUNITY CENTER PLOT, MAUVE AREA G-13, ISLAMABAD



SIGNATURES

For and on behalf of FGEHA	For and on behalf of the Concessionaire
Name: Designation: Signature: Date:	Name: Designation: Signature: Date:
Witness 1 Name: CNIC: Signature:	Witness 2 Name: CNIC: Signature:
Official Seal	Official Seal