

PAKISTAN SOFTWARE EXPORT BOARD (PSEB) — IT PARK ISLAMABAD: BIDDER INFORMATION SHEET

Tender No. A (01)/PSEB/2026-27C — Outsourcing, Operation, Management, Maintenance and Commercialization of IT Park Islamabad | Single Stage – Two Envelope | Submission on EPADS 2.0 by 20 October 2026, 03:00 PM

Summary of the Bidding Document for information only. In case of any difference, the Bidding Document (and any addenda/corrigenda issued by PSEB) shall prevail.

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SECTION 1: TENDER SUMMARY — KEY INFORMATION

Item	Details	Reference in Bidding Document
Procurement Identity		
Tender Number	A (01)/PSEB/2026-30	Cover page
Title of Assignment	Outsourcing, Operation, Management, Maintenance and Commercialization of IT Park Islamabad	BDS ITB-1
Procuring Agency	Pakistan Software Export Board (PSEB), Ministry of Information Technology & Telecommunication, Government of Pakistan	IFB-1 / BDS ITB-1
Governing Rules	Public Procurement Rules, 2004 (PPRA) and applicable PPRA Regulations	IFB / ITB
Procurement Method	Open Competitive Bidding (National Competitive Bidding as applicable)	IFB-4
Bidding Procedure	Single Stage – Two Envelope (Technical Proposal + Financial Proposal)	IFB-4
Submission Platform	EPADS 2.0 only — both Technical and Financial Proposals submitted electronically	ITB-13, ITB-18
Availability of Bidding Document	Downloadable from PSEB website	IFB-5
Language of Bid	English	ITB-12
Who May Bid	Firms/companies individually, or as a Joint Venture (JV)/Consortium, meeting Part III eligibility	IFB-3, BDS ITB-4
The Facility		
Location	Special Technology Zone, Kuri Road (Jinnah Avenue Extension), Zone IV, Chak Shahzad, Islamabad	IFB-2
Site Area	14.9 acres	IFB-2
Total Covered Area	720,269 sq. ft. (approx.)	IFB-2, BDS ITB-4
Rentable Office Space	240,000 sq. ft.	IFB-2, Part IV-5
Key Facilities	Tier III data center, R&D and industry–academia facilities, auditorium, conference & training rooms, commercial and retail space, basement parking (B1 & B2)	IFB-2
Capacity	More than 120 export-oriented firms	IFB-2
Zone Status	Registered/licensed Special Technology Zone (STZ) under STZA Act, 2021; PSEB is the licensed Zone Developer. STZA status is NOT a blanket exemption from Federal/Provincial taxes	IFB-2
Condition of Assets	All installed equipment, fixtures and facilities are brand new; assets remain property of PSEB/Government	Part IV-7

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Contract Overview		
Nature of Engagement	Self-financing, performance-based. Operator acts as single integrated, sole and exclusive operator. PSEB will NOT fund, subsidise or pay any amount to the 15 years (base), extendable by up to 5 years subject to satisfactory KPI performance and mutual written agreement.	IFB-2, ITB-2, Part VI-14
Contract Period	Within 60 days from Commencement Date (recommended)	BDS ITB-4/13, GCC-2
Mobilization Period	Minimum Guaranteed Payment (MGP, fixed by PSEB) + Revenue Share % on Gross Revenue (quoted by bidder)	Part IV-8, Part IX-19
Commercial Model	PKR equivalent of USD 2.6 Million per annum, paid as 2 biannual instalments of USD 1.3 Million (open-market rate on transaction day). Fixed, mandatory, NOT quoted and NOT scored. Activated after facility transfer.	Part VI-14
Minimum Guaranteed Payment (MGP)	Single percentage quoted by bidder, applied uniformly to Total Gross Facility Revenue across all streams — calculated before deduction of any expenses	Part VI-15, Part X-24
Revenue Share	Evaluation & Award: Only technically qualified and substantially responsive bidders securing a minimum of 49 out of 70 technical marks shall qualify for financial evaluation. The final score shall comprise 70% Technical and 30% Financial evaluation. The Financial Score shall be calculated on the basis of the Revenue Share offered: Financial Score = (Bidder's Revenue Share % ÷ Highest Responsive Revenue Share %) × 30 The contract shall be awarded, to the bidder achieving the highest overall evaluated score out of 100 marks.	ITB-2, Part VI-15
Basis of Award		ITB-31, Part VI-16
Securities & Validity		
Bid Security	PKR 3,600,000/- (Pay Order / Demand Draft / Bank Guarantee from a scheduled bank) in favour of Pakistan Software Export Board (G) Ltd. Original to be delivered to PSEB office before submission deadline.	IFB-7, BDS ITB-16
Bid Validity	180 days from date of opening of Technical Proposal	BDS ITB-17
Performance Security	2.5% of the contract amount — irrevocable bank guarantee from a scheduled bank, valid through mobilization and the full contract term, renewable annually	BDS ITB-35
Minimum Technical Score	70% of total marks (49 out of 70)	BDS ITB-27, Part V

SECTION 2: KEY DATES, PRE-BID MEETINGS & SITE VISIT

#	Event	Date	Venue / Link / Remarks	Time
1	Pre-Bid Meeting 1	08 October 2026 (Thursday)	PSEB Head Office or online via Zoom — https://zoom.us/j/98762604645?pwd=I3KSuzFCpMjpmc bC6YhFhVCKBbFBRy.1 Meeting ID: 987 6260 4645 Passcode: 796400	03:30 PM
2	Pre-Bid Meeting 2	14 October 2026 (Wednesday)	PSEB Head Office or online via Zoom — https://zoom.us/j/96912082058?pwd=iDMnm1NsQwQcD spyajmaF8sO0ioGtr.1 Meeting ID: 969 1208 2058 Passcode: 244628	03:30 PM
3	Site Visit	Any time before close of bids	At bidder's own cost and risk. Contact qkhurshid@pseb.org.pk / shassan@pseb.org.pk	By appointment
4	Last date for written clarification requests	13 October 2026 (Tuesday)	Not later than 7 days prior to bid submission deadline (ITB-10). Replies shared with all bidders without identifying source.	—
5	Delivery of original Bid Security	Before 20 October 2026	Must reach PSEB Office before bid submission deadline (IFB-7)	Before 03:00 PM
6	Bid Submission Deadline (EPADS 2.0)	20 October 2026 (Tuesday)	Late or non-EPADS bids will not be received (ITB-21)	03:00 PM

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7	Public Opening of Technical Proposals	20 October 2026 (Tuesday)	PSEB (G) Ltd Head Office, Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower, Blue Area, Islamabad	03:30 PM
8	Opening of Financial Proposals	To be communicated in writing	Only for technically qualified bidders (≥70%)	—
9	Bid Validity Expiry	180 days from Technical opening (approx. 18 April 2027)	PSEB may request extension (ITB-17)	—
10	Signing of Contract	Within 30 days of Notification of Award	Extendable at PSEB's discretion for justified cause (BDS ITB-34)	—
11	Mobilization	Within 60 days from Commencement Date	Part IX-19	—
12	Grievance Window	Within 15 days of cause of action	Committee decides within 15 working days (ITB-37, PPR Rule 48)	—

SECTION 3: BIDDING DATA SHEET (BDS) — PREVAILS OVER ITB IN CASE OF CONFLICT

ITB Clause	Reference	Data
ITB-1	Name of Assignment	Outsourcing, Operation, Management, Maintenance and Commercialization of IT Park Islamabad
ITB-1	Procuring Agency	Pakistan Software Export Board (PSEB), Ministry of IT & Telecom, Government of Pakistan
ITB-4	Facility Area	Approximately 720,269 sq. ft.
ITB-4/13	Contract Period	Fifteen (15) years (base). Extendable by up to five (05) years, subject to satisfactory KPI performance and mutual written agreement — see GCC-2.
ITB-4	Joint Ventures	Permitted — single entity or JV/Consortium. See sheet '5. JV-Consortium Rules' for the 15 conditions.
ITB-13/19	Bid Submission	Electronic bids only through EPADS 2.0, on or before 20 October 2026, 03:00 PM. Documents to be signed and uploaded as single PDF (ITB-25).
ITB-16	Bid Security	PKR 3,600,000 — irrevocable, on-demand bank guarantee, pay order or demand draft from a scheduled bank, in favour of Pakistan Software Export Board (G) LTD, valid for 180 days from the date of Technical Proposal opening.
ITB-17	Bid Validity Period	180 days from the date of opening of Technical Proposal.
ITB-20	Deadline for Submission	20 October 2026, 03:00 PM
ITB-27	Minimum Technical Qualifying Score	70% marks out of total (i.e. 49 / 70)
ITB-28	Financial Opening	Only for technically qualified bidders; date to be communicated separately.
ITB-31	Evaluation / Award Methodology	Highest single Revenue Share Percentage offered, applied uniformly to Total Gross Facility Revenue. Minimum Guaranteed Payment is fixed by PSEB and is not
ITB-34	Time for Signing Contract	Thirty (30) days from Notification of Award, extendable at PSEB's discretion for justified cause.
ITB-35	Performance Security	2.5% of the contract amount as an irrevocable bank guarantee from a scheduled bank, valid throughout mobilization and the operative Contract term, renewable annually and reducible pro-rata only with PSEB's prior written consent.

SECTION 4: PART III — MANDATORY ELIGIBILITY REQUIREMENTS (PASS / FAIL)

Ref	Requirement	Description	Documentary Evidence Required	Applies To
A. Mandatory Eligibility (Pass/Fail) — failure in any item renders the bid NON-RESPONSIVE				
E-1	Legal Registration	Legally registered/incorporated entity, eligible under law to provide Facility Management Services in Pakistan	Certificate of Incorporation / Registration	Each JV partner
E-2	Tax Registration	Valid National Tax Number (NTN) and applicable Sales Tax/GST registration	NTN certificate; Sales Tax/GST registration	Each JV partner
E-3	Active Taxpayer Status	Valid Active Taxpayer List (ATL) status, where applicable	FBR ATL printout	Each JV partner
E-4	Non-Blacklisting / Non-Debarment	Not blacklisted, debarred or declared ineligible by PPRA or any Government/Public Sector entity	Affidavit on PKR 100/- non-judicial stamp paper, duly notarized	Each JV partner
E-5	Litigation History	Disclose any pending/past material litigation, arbitration or contractual dispute with Government/public sector bodies, especially on FM services. Litigation alone is not disqualifying: PSEB may assess its impact on capacity.	Litigation disclosure statement (Form 5)	Each JV partner
E-6	One Bid per Bidder	A firm may submit only one bid (individually or in one JV). Participation in two bids disqualifies both.	Declaration	All
B. Additional Requirements for JV / Consortium				

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J-1	JV Agreement	Duly executed JV/Consortium Agreement (or Letter of Intent where permitted) naming Lead Partner, all partners, roles, scope of each partner and joint & several responsibility.	Signed JV Agreement / Lol	JV
J-2	Lead Partner & Power of Attorney	One member nominated as Lead Partner, authorised by valid Power of Attorney to act for all members during bidding and contract execution.	Power of Attorney	JV
J-3	Lead Partner Minimum Experience	Lead Partner must independently have integrated facilities/building operations experience of 100,000 sq. ft. or more (self-occupied or commercially managed). Other members' experience cannot be used for this.	Contracts / completion certificates	Lead Partner
J-4	Joint & Several Liability	All members jointly and severally liable for contract performance	Stated in JV Agreement	JV
J-5	Responsibility Matrix	Identify which member is responsible for each major service component	JV Responsibility Matrix	JV
J-6	No Change in Composition	No change/substitution of members after bid submission without PSEB's prior written approval	—	JV

SECTION 5: JOINT VENTURE / CONSORTIUM CONDITIONS (BDS ITB-4)

#	Condition	Requirement
1	Participation	Bidders may participate as a single entity or as a JV/Consortium of firms with complementary experience relevant to the scope.
2	Scope of Expertise	Members may bring experience in: (a) Integrated Building/Facilities Management & Operations; (b) Janitorial & Cleaning; (c) Security & Safety; (d) Horticulture & Landscaping; (e) Building Maintenance & MEP Operations; (f) Facility Helpdesk & Customer/Occupant Services; (g) Management of office/support facilities; (h) Management of ancillary facilities — banks, restaurants/cafeterias, day-care, gyms and other amenities.
3	Lead Partner	One member nominated as Lead Partner, with demonstrated experience in integrated facilities/building operations or comparable complete FM services of 100,000 sq. ft. or more (self-occupied or commercially managed); responsible for overall management, coordination and delivery.
4	Minimum Experience of Lead	Lead Partner must independently meet the minimum integrated FM experience requirement; other members' experience shall not be used to satisfy it.
5	Experience of Other Members	Other members' experience may be considered for the specific service areas assigned to them (janitorial, security, horticulture, MEP, etc.).
6	Financial Capacity	Financial capacity of JV members may be aggregated for the minimum financial/turnover requirement.
7	Joint and Several Liability	All members jointly and severally liable to PSEB for the contract.
8	JV/Consortium Agreement	Duly executed agreement identifying Lead Partner, roles, responsibilities, scope and contribution of each member; authorises Lead Partner to represent the JV.
9	Allocation of Responsibilities	Clearly identify the member responsible for each major service component, consistent with that member's demonstrated capability.
10	Single Bid Participation	A firm shall not participate in more than one bid, independently or as a JV member.
11	Change in Composition	No change/substitution of members after submission except with PSEB's prior written approval and per PPRA Rules.
12	Registration & Statutory Compliance	Each member must fulfil all applicable registration, tax and statutory eligibility requirements.
13	Ancillary Facilities / Rented Premises	Where scope covers ancillary facilities on rent (offices, banks, restaurants, day-care, gyms), the bidder is responsible only for functions expressly specified in the Scope of Work (coordination, FM, monitoring, maintenance, SLA compliance).
14	Evaluation	JV evaluated strictly per the RFP's qualification and evaluation criteria and methodology.
15	Overall Responsibility	Lead Partner remains responsible for coordination and integration of all service components and delivery per SLA/KPIs.

SECTION 6: PART V — TECHNICAL EVALUATION CRITERIA & MARKING

Evaluated by PSEB Technical Evaluation Committee under PPR Rule 37. Only bidders scoring at or above the minimum qualifying score proceed to financial opening. (Criteria re-numbered 1–13 here for clarity; the source document numbers two criteria as '3').

Sr.	Evaluation Criterion	Scoring Method	Required Documentary Evidence	Max Marks
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1	Relevant Experience and Complementary Expertise	SINGLE ENTITY (all requirements met independently): • 5 years = 2 marks • 6 to 10 years = 3 marks • More than 10 years = 5 marks OR JV/CONSORTIUM: A. Lead Partner experience (FM, Integrated FM, Building Operations, O&M, Property Mgmt) – 2.5 marks: • 5 years = 1 • more than 5 up to 10 years = 1.5 • 6–10 years = 2.5 B. Other JV members' complementary expertise (MEP, HVAC, fire & life safety, security, cleaning, horticulture, tenant mgmt, commercialization, parking, CAFM/CMMS, HSE) – 2.5 marks: • Limited but relevant = 1 • Good range across multiple areas = 1.5 • Strong &	List of relevant assignments, contracts/work orders, completion/client performance certificates showing scope and duration; for JV: evidence for Lead Partner and each member + JV Responsibility Matrix	5.0
2	Similar Large-Scale FM/O&M Experience	Minimum 3 completed/ongoing similar assignments in the last 10 years — 1.25 marks per qualifying assignment (max 5). Assignments must involve integrated operation, maintenance or management of commercial buildings, office complexes, institutional buildings, business/IT parks, universities, hospitals, hotels or comparable facilities	Per assignment: contract/agreement or work order; completion or satisfactory performance certificate (or current client certificate for ongoing); evidence of client, location, scope, period and bidder's role. JV: identify performing member	5.0
3	Annual Turnover	Based on audited financial statements (at least 3 of last 4 completed financial years). JV members' turnover may be aggregated.	Audited financial statements for at least 3 of the last 4 completed financial years	5.0
4	Commercial / Real Estate / IT / Business Park Operation Experience	• Commercial/office space leasing or property management – 1.5 • IT/technology/business park experience – 1.5 • Commercial revenue/tenant management – 1 • Parking/commercial facility management – 1	Contracts, lease/property management agreements, client certificates, work orders, completion/performance certificates. JV: identify responsible member.	5.0
5	Understanding of IT Park Requirements	• Facility and operational requirements – 1.5 • MEP/critical infrastructure – 1 • Tenant/user requirements – 1 • Commercial/revenue requirements – 1 • Operational risks and mitigation – 0.5	Technical Proposal / Understanding of Assignment (assignment-specific; generic or copied material scored only to the extent it shows real understanding)	5.0
6	Technical Methodology and Operational Plan	• Overall FM/O&M methodology – 2 • Preventive/corrective maintenance strategy – 2 • 24/7 operation and emergency response – 1 • Quality assurance/KPI monitoring – 1 • Complaint/work-order management – 1 • Business continuity/disaster/emergency management – 1	Detailed methodology: integrated FM/O&M approach, PM & CM plans, 24/7 arrangements, emergency procedures, QA/QC & KPI framework, complaint/work-order process, BCP/disaster plan	8.0
7	Management and Staffing Plan	• Proposed management structure – 1 • Facility/Operations Manager & senior management – 1 • Engineering/technical manpower – 1 • Commercial/finance/tenant management staff – 1 • HSE/security/housekeeping management – 0.5 • Staffing deployment and shift plan – 0.5	Organisation chart, manpower deployment plan, CVs of key personnel, qualification certificates, experience/reference letters, job descriptions, shift plan. JV: identify member providing each key person.	5.0
8	Engineering / MEP Maintenance Capability	1 mark each: • Electrical/HT/LT/generator/UPS • HVAC/chillers/AHUs/FCUs, Firefighting/fire alarm/life safety • Elevators/mechanical systems and BMS/EI VV/plumbing/water systems	Contracts/work orders, completion certificates, technical staff CVs, professional certifications, maintenance records. JV: identify member.	3.0
9	Commercialization and Occupancy Plan	• Office occupancy/tenant acquisition strategy – 1 • Commercial-area leasing strategy, Marketing/business development and Revenue enhancement strategy 1	Assignment-specific Commercialization & Occupancy Plan (tenant acquisition, leasing, marketing, BD, revenue enhancement); optional evidence of past commercialization experience	2.0

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10	Digital CAFM / CMMS Management System	• CAFM/CMMS/work-order management – 1 • Asset management/PM tracking Dashboard/KPI/management reporting Digital complaint/tenant/revenue monitoring 1	Description of CAFM/CMMS solution, architecture/features, screenshots/demo access, previous deployment evidence, sample dashboards/reports, implementation & integration plan	2.0
11	HSE / Security / Emergency Management	• HSE management system Security/access-control methodology 1 • Fire/life safety and evacuation Emergency response and drills 1 • Incident reporting/risk management 1	HSE Plan, Security Plan, Emergency Response Plan, Fire/Life Safety & Evacuation Plan, risk matrix, incident reporting procedure, relevant certifications	3.0
12	Mobilization and Takeover Plan	• 0.5 mark each: • Mobilization methodology/timeline • Asset verification/takeover • Recruitment/deployment of staff • EM control room/CAEM establishment and Transition/business continuity plan	Mobilization schedule, takeover & asset verification method, recruitment schedule, control room setup, CAFM implementation, transition & continuity measures	2.0
13	Presentation — Operationalization Plan	Max 2.5 marks for each of the 7 IT Park objectives (2.5 × 7 = 17.5) + 2.5 marks for overall structure: 1. Drive technology-led economic growth 2. Deliver world-class, flexible infrastructure 3. Promote technology entrepreneurship and innovation 4. Develop future-ready human capital 5. Attract investment and open markets (STZA incentives, FDI, anchor tenants, VC) 6. Build a vibrant, connected community (Quadruple Helix) 7. Establish a self-sustaining ecosystem	Presentation of Operationalization Plan before Technical Evaluation Committee	20.0
			TOTAL MARKS	70
			Minimum qualifying percentage (BDS ITB-27)	70%
			Minimum qualifying marks	49

SECTION 7: PART VI & X — FINANCIAL PROPOSAL, EVALUATION & REVENUE MODEL			
Ref	Component	Details	Status / Basis
A. Financial Proposal Format (Form 7 — Part XI)			
Item A	Minimum Guaranteed Payment (MGP) to PSEB	PKR equivalent of USD 2.6 Million per annum, paid in 2 biannual instalments of USD 1.3 Million each, at open-market conversion rate on transaction day. Payable irrespective of occupancy/revenue (subject to Force Majeure). Activated after facility transfer.	FIXED BY PSEB — NOT a bid item
Item B	Revenue Share Percentage payable to PSEB	Single percentage applied uniformly to Total Gross Facility Revenue across ALL revenue streams. This is the ONLY competitively bid financial variable.	QUOTED BY BIDDER: ____ %
B. Evaluation & Award			
1	Financial opening	Financial Proposals of bidders scoring ≥ 70% are opened on a date communicated in writing.	Only technically qualified bidders
2	Ranking	No NPV, discount-rate, weighting or formula. Bidders ranked solely on Revenue Share %: highest is recommended for award (subject to competent authority).	Highest Revenue Share % wins
3	No conditional offers	No conditional, alternative or qualified financial proposals will be considered.	Strict format
C. Key Commercial Definitions & Rules			
1	Gross Revenue	Total revenue generated, billed, invoiced, received or receivable from all commercial activities, facilities, services, rentals, leases and other income — BEFORE deduction of any operating or business expenses.	Definition

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2	Operating Costs	Salaries, wages, utilities, maintenance, repairs, cleaning, security, marketing, administration, commissions, insurance, equipment, consumables, transport, financing costs, depreciation, etc. PSEB makes no payment, reimbursement or deduction.	Borne entirely by Operator
3	Revenue Share calculation	Payable irrespective of the Operator's operating costs, profitability or losses.	On Gross Revenue
4	Payments by PSEB	PSEB shall not pay any amount to the Operator. Operator's remuneration comes only from revenues it generates and retains.	Nil
5	Basis of MGP	IT Park developed through PSDP financing with Korea EXIM Bank EDCF loan; MGP is benchmarked to the Government's repayment obligation.	Debt-service linked
6	Revenue handling	All revenue electronically recorded, receipted, deposited and reconciled through PSEB-approved banking arrangements; periodic reconciliation statements, preferably by QCR-rated auditors on ICAP's list (GCC-11).	Approved banking channels
7	Approved revenue streams	Office rentals/licensing, commercial rentals, parking, conferences/events, restaurants, guestrooms, coffee shops, shops, advertising, common services, utility recovery, etc.	Indicative
D. Five-Year Business & Operating Plan (to be submitted with Technical Proposal — Part X-23)			
1	Occupancy assumptions	Office and commercial space over the contract term	Required
2	Office leasing strategy	With projected leasing/licensing revenue	Required
3	Commercial leasing strategy	With projected commercial revenue	Required
4	Revenue forecast	Consolidated, by revenue stream	Required
5	Staffing plan	With associated cost projections	Required
6	O&M expenditure projections		Required
7	Utility assumptions	Consumption and cost	Required
8	Marketing & tenant acquisition		Required
9	Parking and event revenue	Projections	Required
10	Profitability and cash flow	Projections	Required
11	Projected payments to PSEB	MGP and Revenue Share over the contract term	Required
Note	Binding commitments	Material commitments in the Business Plan accepted by PSEB may be made binding contract obligations.	

SECTION 8: PART IV — TERMS OF REFERENCE / SCOPE OF SERVICES

#	Service / Obligation
A. Ecosystem & Commercialization Services	
1	Commercialization of infrastructure for established tech enterprises and growing IT firms
2	Establishment of Start-up Hub — dedicated space and support for emerging tech start-ups and entrepreneurs
3	Establishment of Co-Working Space — flexible workspaces for freelancers, remote teams and small businesses
4	Management of Training and Skills Development — industry-focused training facilities
5	Management of Experience Centers — research, innovation, prototyping and emerging tech, incl. Makers' Labs and STEM Labs
6	Management of On-Site Business Advisory Services — legal, tax, financial and business development expertise
7	Planning and organizing regular industry events, conferences, workshops and networking
8	Managing Integrated Amenities — gym, restaurants, coffee shops, guestrooms, daycare, banking, retail outlets and parking
9	Marketing, occupancy development and commercialization within PSEB-approved policies
10	Office-space and tenant management, leasing/licensing support, billing, utility recovery and customer service
11	Revenue collection, reconciliation, reporting and audit support

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B. Engineering / MEP Operation & Maintenance	
12	Electrical systems — HT/LT, transformers, panels, generators, UPS and lighting (preventive & corrective)
13	HVAC — chillers, AHUs, FCUs, cooling towers, pumps, ventilation and mechanical systems
14	Plumbing, water supply, drainage, sewage, pumps, tanks and associated systems
15	Fire alarm, firefighting, fire pumps, hydrants, sprinklers, extinguishers, emergency systems and fire control room
16	Elevators/lifts — operation, maintenance, testing, emergency rescue and statutory compliance
17	BMS, CCTV, access control, public address, ELV and visitor management systems
18	Energy management, efficiency measures and consumption benchmarking
19	Utility management, metering, consumption monitoring, billing and recovery (utility bills are Operator's responsibility)
20	Asset register, CAFM/CMMS, work orders, maintenance history and lifecycle planning
C. Soft Services, Security & Compliance	
21	Cleaning, housekeeping, waste management, pest control and landscaping
22	24/7 security, access control, surveillance and emergency response
23	Parking management — access, allocation, security, fee collection and digital parking controls
24	HSE, emergency preparedness, drills, incident reporting and statutory compliance
25	Safety and security compliance of all installed equipment (electrical, mechanical, gas, water, etc.)
26	Statutory compliance & liaison with CDA (Building Control, Fire & Emergency), ICT/District Administration, DMA, EPA, IESCO, SNGPL, PTA, Civil Defence — inspections, certificates, NOCs and rectification of observations
D. Reporting & Exit	
27	Monthly, quarterly and annual management reporting to PSEB
28	Exit management and final handover at contract expiry/termination
E. Key Obligations	
29	Operator is the single-point, sole and exclusive operator with full day-to-day operational and commercial control, subject to PSEB's policy, approval, audit and oversight rights
30	Operator provides all manpower, management, expertise, tools, equipment, consumables and systems for the full contract period
31	Assets remain PSEB/Government property — no ownership, lien, charge, mortgage or encumbrance may be created
32	All routine maintenance, repair, servicing and replacement costs of installed equipment borne solely by Operator; assets handed back in same working condition
33	Indicative response times: critical emergency 15 min; major breakdown 30 min; normal breakdown 2 hrs; routine complaint 4 hrs (final values in SLA)
34	24/7 staffing — may include General/Facility Manager, Operations, Commercial, Finance and HSE Managers, Electrical/Mechanical Engineers, technicians, plumbers, BMS/ELV staff, security, cleaning, landscaping, parking, customer service and admin staff

SECTION 9: AREA STATEMENT (PART IV-5 / ANNEXURE A)

Indicative; subject to verification during mobilization/asset takeover (Part IX).

S. No.	Category	Area (sq. ft.)	% of Total
1	Office Space	240,000	33.3%
2	Services – conference/class rooms, industry-academia linkage, auditorium, business/data/management/security/day-care/fire control facilities	27,085	3.8%
3	Commercial Area – food court, café, retail shops, bank, gym	30,080	4.2%
4	Business/Management/Security/Day Care/Fire Control & Command Room	5,000	0.7%
5	Common Area – lobby, corridors, elevator halls etc.	184,825	25.7%
6	Parking – B1 & B2	196,650	27.3%
7	Equipment Area – emergency/generator/fire gas/fire pump rooms etc.	29,080	4.0%
8	Other Facilities – mosque, visitor centre, guard post, IESCO panel room, tube well	7,549	1.0%
	TOTAL COVERED AREA	720,269	100.0%
	Site area: 14.9 acres Stated total in document: 720,269 sq. ft.		

PAKISTAN SOFTWARE EXPORT BOARD (PSEB) — IT PARK ISLAMABAD: BIDDER INFORMATION SHEET

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SECTION 10: PART VII — KEY PERFORMANCE INDICATORS & SERVICE LEVELS

#	KPI / Condition	Target / Consequence
A. Indicative KPI Targets (Part VII-17)		
1	Critical system availability	≥ 99%
2	Preventive maintenance compliance	≥ 95%
3	Critical complaint response	≤ 15 minutes
4	Major complaint response	≤ 30 minutes
5	Routine complaint response	≤ 2 hours
6	Elevator availability	≥ 98%
7	Fire/life safety systems	100% operational
8	Cleaning compliance	≥ 95%
9	Security compliance	≥ 98%
10	Monthly reporting	100%
11	Asset register accuracy	≥ 98%
B. Performance Deduction / Service-Credit Framework (Illustrative — Part VII-18)		
	Monthly Performance Score	No deduction
	Monthly Performance Score 85–94%	Deduction of 1–3% of that month's fixed operating fee/service charge
	Monthly Performance Score 70–84%	Deduction of 4–8% + formal written notice
	Below 70% in any month, OR below 85% for 3 consecutive months	Material performance failure — escalation, step-in rights and/or termination
	Failure of fire/life-safety or critical security systems	Critical incident regardless of score — report to PSEB within 2 hours; root-cause & corrective action report within 48 hours
	Measurement	Each KPI measured and reported monthly; consolidated into a Monthly Performance Score (0–100). Final KPIs and deductions to be finalised at contract signing.

SECTION 11: PART VIII — KEY CONTRACT CONDITIONS (GCC / ITB)

Clause	Subject	Key Provision
GCC-2	Scope and Term	15 years from Commencement Date; extendable at PSEB's sole discretion by up to 5 years, subject to satisfactory KPI performance, continued eligibility and financial standing, mutual written addendum and PPRA Rules.
GCC-3	Standard of Performance	Diligence, efficiency and professional skill consistent with recognized FM industry practice and the KPIs/SLA.
GCC-4	Performance & Bid Security	As per BDS; Performance Security released on satisfactory completion of obligations.
GCC-5	Insurance	At Operator's cost: public liability, employer's/workers' compensation, equipment/third-party liability and other statutory insurance; limits and insurers approved by
GCC-6	Subcontracting	Operator fully responsible for subcontractors; specialised subcontracting needs PSEB's prior written approval where stipulated.
GCC-7	Audit and Inspection	PSEB may audit/inspect operations, assets, tenant records, revenue records and books of account.
GCC-8	PSEB Oversight	PSEB retains policy, strategic, approval, audit and oversight rights (see Responsibility Matrix).
GCC-9	Compliance with Laws	Tax, labour, safety, environmental laws and lawful instructions of PSEB/Government.
GCC-10	Reporting	Monthly, quarterly and annual management, financial and performance reports.
GCC-11	Revenue Management	Record, receipt, deposit and reconcile all revenue through PSEB-approved banking; reconciliation preferably by QCR auditors on ICAP's list.
GCC-12	Force Majeure	No liability for failure caused by Force Majeure, subject to prompt notice and mitigation.
GCC-13	Step-In Rights	PSEB may take over critical systems/functions temporarily where Operator failure poses material risk to safety, security or continuity.
GCC-14	Default and Termination	For cause: material breach, persistent KPI failure, fraud, corruption, insolvency, abandonment, serious safety/security failures (subject to cure periods in SCC). Termination for convenience on notice per SCC.
GCC-15	Exit Management	Orderly exit and transfer of all assets, records, manuals, drawings, maintenance history, warranties, tenant records and digital systems.
GCC-16	Liquidated Damages	KPI deductions per Part VII; LDs for mobilization/milestone delays per SCC.
GCC-17	Dispute Resolution	Amicable settlement first, then arbitration under the Arbitration Act, 1940; seat Islamabad.

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GCC-18	Governing Law	Laws of the Islamic Republic of Pakistan.
GCC-20	Amendment	Only by written agreement signed by both parties, per PPRA Rules.
ITB-3	Corrupt & Fraudulent Practices	Bid rejected and firm may be blacklisted under PPR Rule 21.
ITB-16	Forfeiture of Bid Security	If bidder withdraws during validity, refuses arithmetic correction, or fails to sign contract / furnish Performance Security.
ITB-29	No Contact Rule	No contact with PSEB on the bid from opening to award; attempts to influence may lead to rejection.
ITB-32	Right to Reject	PSEB may reject all bids/annul process before award under PPR Rule 33.
ITB-36	Integrity Pact	To be signed where procurement value exceeds the prescribed threshold.
SCC	Special Conditions (to be finalised)	Will specify: securities, KPI deduction matrix & caps, cure periods, termination-for-convenience notice, insurance sums, arbitration details, fee escalation, sector-specific regulatory requirements

SECTION 12: PART IX — MOBILIZATION, TAKEOVER, RESPONSIBILITIES & EXIT

#	Activity / Function	PSEB / Responsible	Operator
A. Mobilization Activities (within 60 days of Commencement — Part IX-19)			
1	Inspect and verify all assets, systems and equipment against the Asset Register (Annexure B)	Operator	
2	Review drawings, O&M manuals and warranty documentation (Annexure C)	Operator	
3	Recruit, train and deploy proposed staff	Operator	
4	Establish central control room, CAFM/CMMS and helpdesk	Operator	
5	Prepare and submit preventive maintenance plans for all major systems	Operator	
6	Establish security, access-control and revenue-collection systems	Operator	
7	Jointly prepare and sign Asset Takeover Report (baseline for maintenance and exit obligations)	PSEB + Operator	
B. Responsibility Matrix (Part IX-21 — illustrative)			
1	Ownership / Governance	PSEB	—
2	Building operation	—	Operator
3	MEP operation and maintenance	—	Operator
4	Cleaning / housekeeping	—	Operator
5	Security	—	Operator
6	Parking management	Oversight	Operator
7	Office leasing / tenant management	Approval / Oversight	Operator
8	Commercial area management	Approval / Oversight	Operator
9	Revenue collection	Audit / Oversight	Operator
10	Utility management	Oversight	Operator
11	Asset register	Audit through External Audit	Operator
12	Routine maintenance / replacement	—	Operator
13	Major capital replacement	As defined in Contract	As defined in Contract
14	KPI monitoring	PSEB	Operator reporting
15	Final handover	PSEB	Operator
C. Exit & Final Handover (Part IX-22) — Exit Plan due 180 days before expiry or immediately on termination notice			
1	All assets in good working condition (fair wear and tear excepted), matched to Asset Takeover Report	Operator	
2	All records, manuals, drawings, as-built documents and maintenance history	Operator	
3	All valid warranties and guarantees	Operator	
4	All tenant records, lease/licence agreements and outstanding dues status	Operator	
5	All digital systems, CAFM/CMMS data, access credentials and passwords	Operator	
6	Final reconciliation of revenue collected, deposited and payable to PSEB	Operator	
7	Joint Final Handover Report — condition precedent to release of residual Performance Security	PSEB + Operator	

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SECTION 13: BID SUBMISSION CHECKLIST (ITB-13 / PART XI)

All documents to be properly signed and uploaded as a single PDF per envelope on EPADS 2.0 (ITB-25). Bids not on EPADS 2.0 or received after the deadline will not be accepted.

Ref	Document	Remarks	Form
ENVELOPE 1 — TECHNICAL PROPOSAL (upload on EPADS 2.0; NO price information)			
T-1	Bid Submission Form	Signed by authorized signatory	Form 1
T-2	Bid Security — PKR 3,600,000 (scan uploaded; original delivered to PSEB office before deadline)	In favour of Pakistan Software Export Board (G) Ltd	Form 2
T-3	Bidder Information Form	Include JV partners and shareholding	Form 3
T-4	Eligibility & Non-Blacklisting Declaration + notarized affidavit on PKR 100 stamp paper	Each JV partner	Form 4
T-5	Conflict of Interest, Beneficial Ownership & Litigation Declaration		Form 5
T-6	Registration/Incorporation certificate, NTN, Sales Tax/GST registration, ATL status	Each JV partner	—
T-7	Power of Attorney for authorized signatory / Lead Partner		—
T-8	JV/Consortium Agreement (or Lol) and JV Responsibility Matrix	If JV	—
T-9	Similar Experience Form + contracts/work orders		Form 6
T-10	Client Performance / Completion Certificates	For each claimed assignment	—
T-11	Financial Capacity Form + Audited Financial Statements (3 of last 4 years)		—
T-12	Understanding of IT Park Requirements	Assignment-specific	—
T-13	Technical Methodology & Operational Plan		—
T-14	Proposed Organization & Staffing Form, Key Personnel CVs and certificates		—
T-15	Engineering/MEP capability evidence		—
T-16	Commercialization & Occupancy Plan		—
T-17	Five-Year Business & Operating Plan	See sheet 7, section D	—
T-18	CAFM/CMMS solution description		—
T-19	HSE, Security, Emergency Response and Fire/Life Safety Plans		—
T-20	Mobilization & Takeover Plan		—
T-21	KPI/SLA Acceptance Form		—
T-22	Integrity Pact (where applicable)		—
T-23	Operationalization Plan presentation	Presented to Technical Evaluation Committee	—
ENVELOPE 2 — FINANCIAL PROPOSAL (upload on EPADS 2.0)			
F-1	Financial Proposal Form (MGP acknowledged + Revenue Share % quoted)	Unconditional	Form 7
F-2	Revenue Sharing Proposal		—
F-3	Minimum Guaranteed Payment acceptance	MGP fixed by PSEB	—
F-4	Declaration of Price Validity	180 days	—
AFTER AWARD			
A-1	Performance Security (2.5% of contract amount)	At/before contract signing	—
A-2	Signed Contract Agreement & SLA	Within 30 days of award	Part XII
A-3	Asset Takeover Form	During mobilization	—
A-4	Exit/Handover Plan	180 days before expiry	—

SECTION 14: CONTACTS & ADDRESSES

Purpose	Details
Procuring Agency	Pakistan Software Export Board (PSEB), Ministry of IT & Telecom
Head Office / Bid Opening Venue	PSEB (G) Ltd, Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower, Blue Area, Islamabad
Site Visit Contact 1	gkhurshid@pseb.org.pk
Site Visit Contact 2	shassan@pseb.org.pk

PAKISTAN SOFTWARE EXPORT BOARD (PSEB) — IT PARK ISLAMABAD: BIDDER INFORMATION SHEET

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Site Address	IT Park Islamabad, Kuri Road (Jinnah Avenue Extension), Zone IV, Chak Shahzad, Islamabad
Clarifications	In writing to PSEB, not later than 7 days before bid deadline (ITB-10)
Grievances	Written grievance to PSEB within 15 days of cause of action (PPR Rule 48)



EVALUATION CRITERIA

OUTSOURCING, OPERATION, MANAGEMENT, MAINTENANCE AND COMMERCIALIZATION OF IT PARK ISLAMABAD

D11079

Pakistan Software Export Board (Pakistan Software Export Board) , 6th Floor, New State Life Tower, Plot #61 Near Saudi Pak Tower, Jinnah Avenue, Blue Area, Islamabad

Technical Marks		70
Passing Marks		49
	Qualitative	Marks
Relevant Experience & Complementary Expertise Single Entity: 5 Years = 2; >5–10 Years = 3; >10 Years = 5. JV: Lead Partner = 3; Other Members = 2 Based On Relevant Complementary Expertise. 5	✓	5
Similar Large-Scale FM/O&M Experience First Qualifying Assignment = 2; Each Additional Qualifying Assignment = 1 (Maximum 4 Assignments), Completed/ongoing Within Last 10 Years.	✓	5
Annual Turnover ≥ PKR 500m = 5; PKR 301–499m = 3; PKR 50–300m = 2; < PKR 50m = 0	✓	5
Commercial / Real Estate / IT / Business Park Operation Commercial/office Leasing/property Management 1; IT/business Park 2; Revenue/tenant Management 1; Parking/commercial Facilities 1.	✓	5
Understanding Of IT Park Requirements Facility/operations 1; MEP/critical Infrastructure 1; Tenant/user Requirements 1; Commercial/revenue 1; Risks/mitigation 1.	✓	5
Technical Methodology & Operational Plan FM/O&M Methodology 2; Preventive/corrective Maintenance 2; 24/7/emergency Response 1; QA/KPIs 1; Complaints/work Orders 1; Business Continuity/disaster Management 1.	✓	8
Management & Staffing Plan Management Structure 1; Facility/Operations Manager & Senior Management 1; Engineering/technical 1; Commercial/finance /tenant Management 1; HSE/security/housekeeping And Staffing/shift Plan 1.	✓	5
Engineering / MEP Maintenance Capability Electrical/HT/LT/generator/UPS 1; HVAC And Elevators/mechanical 1; Firefighting/fire Alarm/life Safety And BMS/ELV/plumbing/water 1.	✓	3
Commercialization & Occupancy Plan Office Occupancy/tenant Acquisition 1; Commercial-Area Leasing, Marketing/business Development And Revenue Enhancement 1.	✓	2
Digital CAFM / CMMS Management System CAFM/CMMS/work-Order Management 1; Asset/preventive Maintenance Tracking, Dashboard/KPI Reporting And Digital Complaint/tenant /revenue Monitoring 1	✓	2
HSE / Security / Emergency Management HSE Management And Security/access Control 1; Fire/life Safety/evacuation And Emergency Response/drills 1; Incident/risk Management 1.	✓	3
Mobilization & Takeover Plan Mobilization/timeline , Asset Verification/takeover And Recruitment/staff Deployment 1: FM Control	✓	2

Relevant Experience & Complementary Expertise Single Entity: 0 Years = 2, >5-10 Years = 3; >10 Years = 5. JV: Lead Partner = 3; Other Members = 2 Based On Relevant Complementary Expertise. 5	✓	5
Similar Large-Scale FM/O&M Experience First Qualifying Assignment = 2; Each Additional Qualifying Assignment = 1 (Maximum 4 Assignments), Completed/ongoing Within Last 10 Years.	✓	5
Annual Turnover ≥ PKR 500m = 5; PKR 301-499m = 3; PKR 50-300m = 2; < PKR 50m = 0	✓	5
Commercial / Real Estate / IT / Business Park Operation Commercial/office Leasing/property Management 1; IT/business Park 2; Revenue/tenant Management 1; Parking/commercial Facilities 1.	✓	5
Understanding Of IT Park Requirements Facility/operations 1; MEP/critical Infrastructure 1; Tenant/user Requirements 1; Commercial/revenue 1; Risks/mitigation 1.	✓	5
Technical Methodology & Operational Plan FM/O&M Methodology 2; Preventive/corrective Maintenance 2; 24/7/emergency Response 1; QA/KPIs 1; Complaints/work Orders 1; Business Continuity/disaster Management 1.	✓	8
Management & Staffing Plan Management Structure 1; Facility/Operations Manager & Senior Management 1; Engineering/technical 1; Commercial/finance /tenant Management 1; HSE/security/housekeeping And Staffing/shift Plan 1.	✓	5
Engineering / MEP Maintenance Capability Electrical/HT/LT/generator/UPS 1; HVAC And Elevators/mechanical 1; Firefighting/fire Alarm/life Safety And BMS/ELV/plumbing/water 1.	✓	3
Commercialization & Occupancy Plan Office Occupancy/tenant Acquisition 1; Commercial-Area Leasing, Marketing/business Development And Revenue Enhancement 1.	✓	2
Digital CAFM / CMMS Management System CAFM/CMMS/work-Order Management 1; Asset/preventive Maintenance Tracking, Dashboard/KPI Reporting And Digital Complaint/tenant /revenue Monitoring 1	✓	2
HSE / Security / Emergency Management HSE Management And Security/access Control 1; Fire/life Safety/evacuation And Emergency Response/drills 1; Incident/risk Management 1.	✓	3
Mobilization & Takeover Plan Mobilization/timeline , Asset Verification/takeover And Recruitment/staff Deployment 1; FM Control Room/CAFM And Transition/business Continuity 1.	✓	2
Operationalization Plan Presentation To TEC. 2.5 Marks Per Objective + 2.5 For Structure: Tech-Led Growth; Flexible Infrastructure; Entrepreneurship & Innovation; Human Capital; Investment & Market Access; Quadruple Helix; Self-Sustaining Ecosystem.	✓	20

Financial Marks		30
	Qualitative	Marks
Fixed Fee: PKR Equiv. Of USD 2.6M/yr In 2 Biannual USD 1.3M Instalments At Open-Market Rate, Regardless Of Occupancy, After Facility Transfer. Bid Variable: Single % Of Total Gross Facility Revenue; Highest % Ranks First.	—	30



ELIGIBILITY CRITERIA

OUTSOURCING, OPERATION, MANAGEMENT, MAINTENANCE AND COMMERCIALIZATION OF IT PARK ISLAMABAD

D11079

Pakistan Software Export Board (Pakistan Software Export Board) , 6th Floor, New State Life Tower, Plot #61 Near Saudi Pak Tower, Jinnah Avenue, Blue Area, Islamabad

Bidder's Type

Any

Required Registration

FBR (NTN)

FBR (GSTN)

Eligibility Criteria

Document

Mandatory Eligibility • To Be Eligible For Evaluation, A Bidder, Whether Participating As A Single Entity Or As A Joint Venture (JV)/Consortium, Must Satisfy Each Of The Following Mandatory Eligibility Requirements. Failure To Meet Any Applicable Mandatory Requirement Shall Render The Bid Non-Responsive:

✓

• **Legal Registration** The Bidder Must Be A Legally Registered/incorporated Entity And Must Be Eligible Under Applicable Laws To Undertake The Required Facility Management Services In Pakistan.

✓

• **Tax Registration** The Bidder Must Possess A Valid National Tax Number (NTN) And Applicable Sales Tax/GST Registration.

✓

• **Active Taxpayer Status** The Bidder Must Have Valid Active Taxpayer List (ATL) Status, Where Applicable.

✓

• **Non-Blacklisting / Non-Debarment** The Bidder Shall Submit An Affidavit On PKR 100/- Non-Judicial Stamp Paper, Duly Notarized, Confirming That The Bidder Has Not Been Blacklisted, Debarred, Or Declared Ineligible By PPRA Or Any Competent Government/Public Sector Entity In Accordance With Applicable Rules And Regulations.

✓

• **Litigation History** The Bidder Shall Disclose Details Of Any Pending Or Past Material Litigation, Arbitration, Or Contractual Dispute With Any Government Department, Public Sector Organization, Autonomous/semi-Autonomous Body, Or Other Procuring Agency, Particularly Relating To Facility Management Services Or Services Of A Similar Nature.

✓

• **Mere Existence Of Litigation** Shall Not, By Itself, Constitute A Ground For Disqualification. The Procuring Agency May Assess Any Disclosed Litigation, Where Relevant, For Its Potential Impact On The Bidder's Legal, Financial, Technical Or Managerial Capacity And Ability To Perform The Proposed Contract. Any Such Assessment Shall Be Made In Accordance With The Criteria Stated In The Bidding Document And Applicable PPRA Rules.

✓

• **Instructions For Joint Venture (JV)/Consortium** • Where Participation As A JV/Consortium Is Permitted Under The Bidding Documents, The Following Conditions Shall Apply:

✓

A Single Entity Or As A Joint Venture (JV)/Consortium, Must Satisfy Each Of The Following Mandatory Eligibility Requirements. Failure To Meet Any Applicable Mandatory Requirement Shall Render The Bid Non-Responsive:

• Legal Registration The Bidder Must Be A Legally Registered/incorporated Entity And Must Be Eligible Under Applicable Laws To Undertake The Required Facility Management Services In Pakistan.	✓
• Tax Registration The Bidder Must Possess A Valid National Tax Number (NTN) And Applicable Sales Tax/GST Registration.	✓
• Active Taxpayer Status The Bidder Must Have Valid Active Taxpayer List (ATL) Status, Where Applicable.	✓
• Non-Blacklisting / Non-Debarment The Bidder Shall Submit An Affidavit On PKR 100/- Non-Judicial Stamp Paper, Duly Notarized, Confirming That The Bidder Has Not Been Blacklisted, Debarred, Or Declared Ineligible By PPRA Or Any Competent Government/Public Sector Entity In Accordance With Applicable Rules And Regulations.	✓
• Litigation History The Bidder Shall Disclose Details Of Any Pending Or Past Material Litigation, Arbitration, Or Contractual Dispute With Any Government Department, Public Sector Organization, Autonomous/semi-Autonomous Body, Or Other Procuring Agency, Particularly Relating To Facility Management Services Or Services Of A Similar Nature.	✓
• Mere Existence Of Litigation Shall Not, By Itself, Constitute A Ground For Disqualification. The Procuring Agency May Assess Any Disclosed Litigation, Where Relevant, For Its Potential Impact On The Bidder's Legal, Financial, Technical Or Managerial Capacity And Ability To Perform The Proposed Contract. Any Such Assessment Shall Be Made In Accordance With The Criteria Stated In The Bidding Document And Applicable PPRA Rules.	✓
• Instructions For Joint Venture (JV)/Consortium • Where Participation As A JV/Consortium Is Permitted Under The Bidding Documents, The Following Conditions Shall Apply:	✓
• JV Agreement The JV/Consortium Shall Submit A Duly Executed JV/Consortium Agreement Or, Where Permitted, A Letter Of Intent/undertaking To Enter Into Such Agreement, Clearly Identifying: • The Name Of The Lead Partner; • Names Of All JV Partners; • Roles And Responsibilities Of Each Partner; • Scope Of Services To Be Performed By Each Partner; And • Arrangements For Joint And Several Responsibility For Performance Of The Contract.	✓
• Lead Partner The JV Shall Nominate One Member As The Lead Partner, Who Shall Be Authorized Through A Valid Power Of Attorney To Represent And Act On Behalf Of All JV Members During The Bidding Process And, In Case Of Award, During Contract Execution.	✓
• Joint And Several Liability All Members Of The JV/Consortium Shall Be Jointly And Severally Liable For The Due Performance And Execution Of The Contract In Accordance With The Terms And Conditions Of The Bidding Documents And Contract.	✓
• Mandatory Eligibility Requirements For Each Partner Unless Specifically Stated Otherwise In The Bidding Documents, The Following Requirements Shall Be Fulfilled Individually By Each JV Partner: • Legal Registration/incorporation; • NTN And Applicable Sales Tax/GST Registration; • ATL Status, Where Applicable; • Non-Blacklisting/non -Debarment Declaration; • Litigation Disclosure.	✓
• No Change In JV Composition After Submission Of The Bid, No Change In The Composition Of The JV/Consortium Shall Be Permitted Except With The Prior Written Approval Of The Procuring Agency And Where Permissible Under The Applicable PPRA Rules And Bidding Documents.	✓