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

Tender No. A (01)/PSEB/2026-37 — Outsourcing, Operation, Management, Maintenance and Commercialization of Daanish IT Park Islamabad | Single Stage – Two Envelope | Submission on EPADS 2.0 |

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/2026-37	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	BDS ITB-1	

	Governing Rules	Public Procurement Rules, 2026 (PPRA) and applicable PPRA Regulations	ITB	
	Procurement Method	Open Competitive Bidding, National Competitive Bidding as applicable, using the Single Stage – Two Envelope Procedure. Technical and Financial Proposals shall be submitted electronically through EPADS 2.0. Only the Financial Proposals of technically qualified/responsive bidders shall be opened.		
	Bidding Procedure	Single Stage – Two Envelope (Technical Proposal + Financial Proposal)		
	Submission Platform	EPADS 2.0 only — both Technical and Financial Proposals submitted electronically	ITB-13, ITB-18	
	Availability of Bidding Document	Downloadable from EPADS 2.0 and PSEB website		
	Language of Bid	English	ITB-12	
	Who May Bid	Firms/companies individually, or as a Joint Venture (JV)/Consortium, meeting Part III eligibility A JV/Consortium may include an international partner; clauses E-1 to E-6, J-1 to J-6 as revised and IJ-1 to IJ-7 in Section 4 apply.	BDS ITB-4	
The Facility				
	Location	Special Technology Zone, Kuri Road (Jinnah Avenue Extension), Zone IV, Chak Shahzad, Islamabad		
	Site Area	14.9 acres		
	Total Covered Area	720,269 sq. ft. (approx.)	BDS ITB-4	
	Rentable Office Space	240,000 sq. ft.	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)		
	Capacity	More than 120 IT-Oriented Firms: Software Development Companies; IT Consultancy and Services Firms; IT Outsourcing and BPO Companies; Cybersecurity Firms; Cloud Computing and Data Centre Companies; AI, Machine Learning and Data Analytics Firms; Networking and IT Infrastructure Companies; Digital Marketing and E-commerce Solution Providers; Fintech and Technology Solution Providers; IT Hardware and Software Vendors; Telecommunications and ICT Solution Providers; Gaming, Animation and UI/UX Design Companies		

	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.		
	Condition of Assets	All installed equipment, fixtures and facilities are brand new; assets remain property of PSEB/Government	Part IV-7	
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 Operator.	ITB-2, Part VI-14	
	Objective of Assignment	1.Establish IT Park Islamabad as a globally competitive destination for IT and IT-enabled services (ITeS), software development, emerging technologies and export-oriented technology enterprises. Facilitate the growth of domestic and international companies, enhance Pakistan's participation in global technology markets and contribute towards increasing IT and technology services exports. 2. Deliver world-class, flexible infrastructure. Operate and maintain the facility to international standards, covering offices, co-working spaces, reliable digital infrastructure, and safety and security, all under clear KPIs and service levels. Maintain international standards of facility management, building operations, health and safety, fire and life safety, security, energy efficiency, environmental sustainability and business continuity. 3. Establish and promote technology entrepreneurship and innovation. Support incubation, R&D, prototyping and commercialization so that ideas become viable, investable enterprises. 4. Develop future-ready human capital. Strengthen industry–academia links through training, internships and talent program. Promote industry–academia partnerships to address emerging technology skills requirements and strengthen the availability of globally competitive IT professionals. 5. Attract investment and open markets. Use STZA incentives and the Park's facilities to attract foreign direct investment (FDI), anchor tenants, venture capital and international technology partners. 6. Build a vibrant, connected community. Provide amenities, shared services and collaboration spaces that unite industry, academia, government and civil society (the Quadruple Helix). Promote networking, knowledge exchange, business collaboration, technology exhibitions, conferences, seminars, innovation challenges and other professional and entrepreneurial activities. 7. Establish a self-sustaining ecosystem. Commercialize the Park to achieve high occupancy, transparent revenue sharing and continued reinvestment for long-term relevance. The Operator shall identify and optimize revenue-generating opportunities, including leasing of office spaces, co-working facilities, incubation and specialized technology spaces, conference and event facilities, parking, shared services, amenities and other permissible commercial activities. 8. The bidder may come up with international collaboration/partnerships/advisors for operations of IT Park that bring demonstrable value in terms of operational excellence, global market access, technology transfer, investment attraction and international credibility. (scored under Part V criterion 14). 9. The bidding companies may design incentive programs to attract IT startups/companies (assessed under Part V criterion 13).		
	Contract Period	15 years (base), extendable by up to 5 years subject to satisfactory KPI performance and mutual written agreement	BDS ITB-4/13, GCC-2	

	Mobilization Period	Within 60 days from Commencement Date (recommended)	Part IV-8, Part IX-19	
	Commercial Model	Revenue Share % on Gross Revenue (quoted by bidder)	Part VI-14	
	Minimum Guaranteed Payment (MGP)	Not required (all MGP provisions, including USD peg, instalments and activation, stand deleted)	Part VI-15, Part X-24	
	Revenue Share	Percentage quoted by bidder, applied uniformly to Total Gross Facility Revenue across all streams — calculated before deduction of any expenses	ITB-2, Part VI-15	
	Basis of Award	Quality-and-Revenue-Based Selection (QCBS-type; legal basis [TBC]). 1. Eligibility: only bidders passing all Part III pass/fail requirements are evaluated. 2. Technical qualification: only substantially responsive bidders scoring at least 70 of 100 technical marks (70%) qualify for financial opening. 3. Technical Score (out of 70) = (Raw Technical Marks ÷ 100) × 70. 4. Financial Score (out of 30) = (Bidder's Revenue Share % ÷ Highest Responsive Revenue Share %) × 30. 5. Combined Score (out of 100) = Technical Score + Financial Score. 6. The contract shall be awarded, subject to competent authority approval, to the bidder with the highest Combined Score. Ties: higher Technical Score, then higher Revenue Share. See Section 7-B for responsiveness, rounding and abnormal-offer rules.	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.	BDS ITB-16	
	Bid Validity	180 days from date of opening of Technical Proposal	BDS ITB-17	
	Performance Security	PKR 280,000,000 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. To be furnished at or before contract signing.	BDS ITB-35	

	Minimum Technical Score	70% of total marks (70 out of 100)	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**	26th November, 2026 Online Meeting Link: https://zoom.us/j/95011262972?pwd=KALgbJJUS0nT7zpO4aoK6hAxYPMlMb.1	PSEB (G) Ltd Head Office, Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower, Blue Area, Islamabad	3:00 PM
2	**Pre-Bid Meeting 2**	10th December, 2026 Online Meeting Link: https://zoom.us/j/91321492611?pwd=aDZP0fp5rbWuYo2LDBS2Kxfu8WsG5c.1	PSEB (G) Ltd Head Office, Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower, Blue Area, Islamabad	3:00 PM
3	**Site Visit**	Any time before close of bids	At bidder's own cost and risk. Contact gkhurshid@pseb.org.pk / mmazhar@pseb.org.pk	By appointment
4	**Last date for written clarification requests**	15th December, 2026	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**	21st December, 2026 (Monday)	Must reach PSEB Office before bid submission deadline	Before 03:00 PM
6	**Bid Submission Deadline (EPADS 2.0)**	21st December, 2026 (Monday)	Late or non-EPADS bids will not be received (ITB-21)	03:00 PM

7	**Public Opening of Technical Proposals**	21st December, 2026 (Monday)	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 of 100 marks, i.e. 70%)	—
9	**Bid Validity Expiry**	180 days from Technical opening (approx. 25 April 2027 if opened on 27 October 2026)	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**	As per PPRA Rules	As per PPRA Rules	—

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-3	**Corrupt and Fraudulent Practices and Transparency**	PSEB requires that bidders, and all officials/employees, observe the highest standard of ethics during the procurement process and execution of the contract. “Corrupt practice”, “fraudulent practice”, “coercive practice”, “collusive practice” and “obstructive practice” shall have the meanings assigned under the Public Procurement Rules, 2026 and applicable PPRA Regulations. PSEB shall reject a proposal for award, and may declare a firm ineligible/blacklisted in accordance with Rule 21, if it determines that the bidder has engaged in any such practice in competing for or executing the contract. PSEB or its authorized representatives would be granted access to relevant financial records, operational records, invoices, occupancy records and revenue-sharing statements of the Operator.		
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.		
ITB-8	**Site Visit**	Bidders are encouraged to visit and examine IT Park Islamabad and its surroundings at their own responsibility, cost and risk, and to obtain all information that may be necessary for preparing the bid. Bidders may contact the PSEB team for a visit at any time before the close of bids (gkhurshid@pseb.org.pk / mmazhar@pseb.org.pk).		
ITB-13/19	**Bid Submission**	Electronic bids only through EPADS 2.0, on or before 27 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**	21st December, 2026, 03:00 PM		
ITB-27	**Minimum Technical Qualifying Score**	70% of total marks (i.e. 70 / 100).		
ITB-28	**Financial Opening**	Only for technically qualified bidders (≥70 / 100 marks); date to be communicated separately.		
ITB-31	**Evaluation / Award Methodology**	Quality-and-Revenue-Based Selection: Combined Score (out of 100) = Technical Score (Raw Technical Marks ÷ 100 × 70) + Financial Score [(Bidder's Revenue Share % ÷ Highest Responsive Revenue Share %) × 30]. Only technically qualified and substantially responsive bidders (≥70/100 marks) are financially evaluated. The contract shall be awarded to the bidder achieving the highest Combined Score. Ties: higher Technical Score, then higher Revenue Share. Revenue Share applied uniformly to Total Gross Facility Revenue. MGP is deleted.		
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**	PKR 280,000,000 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**	Each member validly incorporated/registered: (a) Pakistani member(s): SECP (or relevant registering authority) incorporation/registration certificate. (b) The MEP Partner, whether participating as an individual entity or as a member of a Joint Venture (JV), shall hold valid registration with the Pakistan Engineering Council (PEC) in the relevant category applicable to the scope of MEP services. (c) International Partner: valid incorporation/registration certificate in its home country, certificate of good standing/incumbency dated not earlier than [90] days before the bid deadline, and constitutional documents showing authority to operate IT/technology parks. The International Partner need not be registered in Pakistan at bid stage but must give a notarized undertaking to register a branch/subsidiary (or JV vehicle) with SECP and obtain NTN/sales-tax registration within [30] days of Notification of Award and before contract signing [Legal vetting against Companies Act, 2017]. Failure = award withdrawn and bid security forfeited.	Certificate of Incorporation / Registration (each member); International Partner: home-country registration, good standing, articles and undertaking to register (T-6, T-25)	Each JV partner (Intl Partner: home-country documents)
E-2	**Tax Registration**	Pakistani member(s): valid NTN and applicable Sales Tax/GST registration. International Partner: tax residency certificate and home-country tax identification number, and undertaking to obtain NTN on registration in Pakistan under E-1 and to comply with all FBR obligations, including withholding on payments to non-residents under the Income Tax Ordinance, 2001 and any applicable double-taxation treaty.	NTN certificate; Sales Tax/GST registration (Pakistani members); tax residency certificate and undertaking (Intl Partner) (T-6, T-25)	Each JV partner
E-3	**Active Taxpayer Status**	Pakistani member(s): valid Active Taxpayer List (ATL) status, where applicable. ATL status is not demanded of the International Partner at bid stage; it is replaced by the tax residency evidence and undertaking in E-2.	FBR ATL printout (Pakistani members)	Each Pakistani JV partner
E-4	**Non-Blacklisting / Non-Debarment**	SEPARATE affidavit/undertaking from EACH member (not a joint statement) that it and its directors/beneficial owners are not blacklisted, debarred, suspended or declared ineligible by (i) PPRA or any Government/public-sector entity in Pakistan, (ii) any government in its home country, or (iii) any multilateral or bilateral financing agency (including World Bank Group, Asian Development Bank, AIIB, IsDB and Korea EXIM Bank, and any cross-debarment), and has no conviction for corruption, fraud or collusion.	Affidavit on PKR 100/- non-judicial stamp paper, duly notarized (Pakistani members); notarized and apostilled/legalized equivalent per IJ-1 (Intl Partner) (T-4)	Each JV partner (separate affidavits)
E-5	**Litigation History**	SEPARATE litigation declaration (Form 5) from EACH member covering the last [5] years: either an affidavit that no MATERIAL litigation, arbitration or contract termination is pending, or full disclosure. Litigation alone is not disqualifying; PSEB may assess its impact on capacity. Non-disclosure of a material matter = rejection and action under Rule 21. For the International Partner this covers its home country and any country where it operates parks.	Litigation disclosure statement (Form 5) from each member (T-5)	Each JV partner (separate declarations)
E-6	**One Bid per Bidder**	A firm may submit only one bid (individually or in one JV). Participation in two bids disqualifies both. Neither the International Partner nor any affiliate under common control may be a member of, or the committed operator of, more than one bid.	Declaration (T-4/T-5)	All

B. Additional Requirements for JV / Consortium

J-1	**JV Agreement**	Duly executed and notarized JV/Consortium Agreement — or, only where PSEB's bid conditions permit, a legally binding Letter of Intent to form the JV — signed by authorized signatories of ALL members (International Partner's signature notarized and apostilled/legalized per IJ-1), stating: (a) the Lead Partner; (b) percentage shareholding/equity split and profit/loss sharing; (c) scope, roles and responsibilities of each member/ Partner; (d) joint and several liability to PSEB (J-4); (e) whether the JV will be incorporated/registered or operate as an unincorporated consortium [TBC]; (f) duration at least equal to the contract term plus defence of claims; (g) no change of members without PSEB's prior written approval (J-6). If an LoI is used, a signed JV Agreement conforming to it must be furnished before contract signing. Any LoI must be valid for at least the bid validity period and not conditional on events within the members' control.	Signed JV Agreement / LoI, notarized (and apostilled for International Partner) (T-8); shareholding in Bidder Information Form (T-3)	JV (all members)
J-2	**Lead Partner & Power of Attorney**	The Lead Partner (must be the Pakistani) must be named in the JV Agreement and hold a Power of Attorney executed by EACH other member/ partner, supported by a board/governing-body resolution of each member, authorizing the Lead Partner to sign and submit the bid, incur liabilities and receive instructions for and on behalf of all members, give and receive payments (including bid/performance security), sign the contract and amendments, and represent the JV in disputes. Instructions, notices and payments to the Lead Partner bind all members and PSEB may rely on the Lead Partner without enquiry; the PoA must remain valid through the contract term and any extension.	Power of Attorney + board resolutions of each member (T-7, T-25)	JV (Lead Partner as holder; other members as grantors)
J-3	**Lead Partner Minimum Experience**	The 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 — including the International Partner's, and affiliates' experience cannot be used for this.	Contracts / completion certificates (T-9, T-10)	Lead Partner
J-4	**Joint & Several Liability**	All members, including the International Partner, jointly and severally liable to PSEB for the bid, the contract and Revenue Share payments, stated in the JV Agreement AND confirmed by a direct undertaking from the International Partner addressed to PSEB (enforceable in Pakistan, governed by Pakistani law, with a service-of-process address in Pakistan).	Stated in JV Agreement; direct undertaking (T-8, T-25)	JV (all members)
J-5	**Responsibility Matrix**	Responsibility Matrix must assign each major service component to a named member and show the International Partner's specific functions (e.g. tenant acquisition, IT-ecosystem programmes), consistent with each member's demonstrated capability.	JV Responsibility Matrix (T-8)	JV (all members)
J-6	**No Change in Composition**	No change/substitution of members, change of equity split or change of Lead Partner after bid submission without PSEB's prior written approval and per PPRA Rules; any substitute must meet all clauses of this Section.	—	JV (all members)
J-7	**International IT Park Operator (if marks claimed)**	Not a pass/fail eligibility bar. A bidder claiming marks under Part V criterion 14 must satisfy the Eligible Operator definition and evidence rules in Section 6-B. An operator that fails them scores zero; the bid is not rendered non-responsive unless a false statement is made (rejection and Rule 21 action).	Evidence pack per T-24	JV / Bidder

C. Additional Requirements where the JV includes an International Partner

IJ-1	**Authentication of foreign documents**	All foreign corporate documents, notarized affidavits/undertakings, powers of attorney, board resolutions, audited financial statements and certificates of the International Partner must be: (a) notarized in the country of origin; and (b) either apostilled by the competent authority (where the country is a party to the Hague Apostille Convention — Pakistan's accession took effect on 9 March 2023) or, for non-party countries, attested by the Pakistan Embassy/Consulate (or the country's foreign ministry followed by the Pakistan Embassy/Consulate) and by the Ministry of Foreign Affairs, Islamabad. Documents not in English must be accompanied by a certified English translation (translator's certification notarized), the English text prevailing. Certificates must be dated within [6] months. PSEB may verify any document with the issuing authority and reject the bid if it cannot be verified.	Certified copies, apostille/attestation certificates, translations (T-25)	International Partner (for its documents)
IJ-2	**Financial capacity — aggregation**	Financial capacity is tested on audited financial statements for the last three (3) completed financial years — at least 3 of the last 4, the same window as criterion 3/T-11. Average annual turnover and net worth (total equity) of the members are aggregated by summing each member's own audited figures (no pro-rating by equity share), and: (a) the Lead Partner alone must meet at least [PROPOSED 40%] of the required turnover and net worth; (b) the International Partner must meet at least [PROPOSED 20%]; (c) each other member at least [PROPOSED 10%]; (d) the combined aggregate of all members must meet 100% of the required minimum turnover and net worth [amounts TBC BY PSEB]. Foreign-currency figures are converted to PKR at the SBP interbank closing rate on the last day of each financial year [TBC rate source]. Statements must be audited by an independent qualified auditor (Pakistani members: ICAP-listed firm with QCR rating; International Partner: licensed auditor of its home country) with the auditor's report. A member whose statements are unaudited or outside the window contributes zero.	Financial Capacity Form + audited financial statements of each member; apostilled for International Partner (T-11, T-25)	JV combined (100%); Lead Partner; International Partner
IJ-3	**International Partner — relevant global experience**	An International Partner that is a JV member must evidence, on its OWN contracts, at least five (5) years of experience operating or managing (not merely developing, designing or leasing) at least one operating IT park, SEZ, technology park, innovation hub or commercial technology hub outside Pakistan with at least [TBC — suggested reference: 100,000 sq. ft. rentable area, in line with J-3] or [TBC] tenant firms, in active operation within the last [3] years [PROPOSED]. Evidence: management/operation agreements, client or owner certificates, occupancy statements, annual reports. It must also satisfy the Eligible Operator definition (Section 6-B) if marks are claimed under criterion 14; the same operator may not be scored twice.	Assignments, contracts and certificates (T-9, T-10); operator evidence (T-24)	International Partner
IJ-4	**Sharing / non-transferability of credentials**	Experience credentials are non-transferable except as follows. (1) A member may rely only on contracts performed in its own legal name; (2) the International Partner's experience may be credited to the JV for criterion 1B, criterion 4 and criterion 14 only for service areas assigned to it in the Responsibility Matrix; (3) it may NOT be used to satisfy the Lead Partner's J-3 minimum (unless the International Partner is the Lead); (4) experience of a parent, subsidiary or affiliate is accepted only if that entity is itself a JV member, or gives a binding, irrevocable undertaking and corporate guarantee to PSEB for performance of the relevant scope and the relationship (control of at least [51]%) is evidenced — and the same affiliate may not be relied on by any other bidder; (5) experience of individual staff (CVs) is not corporate experience; (6) experience of a predecessor entity counts only on proof of legal succession; (7) experience claimed through the JV as a whole is attributed only to the member that actually performed it.	Contracts and certificates (T-9, T-10); guarantee/undertaking for affiliate reliance (T-25)	All JV partners; International Partner
IJ-5	**Integrity, conflict of interest and beneficial ownership**	Each member signs the Integrity Pact (where applicable) and a conflict-of-interest and beneficial-ownership declaration (ultimate beneficial owners of at least [10]% [PROPOSED]); confirms no relationship with PSEB/TEC members and no collusion with other bidders (including shared operators/affiliates); and accepts ITB-3 (corrupt, fraudulent, coercive, collusive and obstructive practices) with rejection/blacklisting under Rule 21.	Conflict of Interest & Beneficial Ownership Declaration (T-5); Integrity Pact (T-22)	Each JV partner

IJ-6	**Currency and foreign-exchange compliance**	(1) The financial bid is a single percentage of Gross Revenue and carries no currency; Gross Revenue, reporting and all payments to PSEB are in Pakistani Rupees. (2) Foreign-currency receipts, if any, are converted to PKR at the SBP interbank rate on the date of receipt. (3) The Operator is responsible for compliance with State Bank of Pakistan foreign-exchange regulations on remittances and repatriation of profits/fees to the International Partner; PSEB bears no exchange-rate, remittance or convertibility risk. (4) Withholding and other taxes on payments to the International Partner are borne by the Operator and deducted/deposited under the Income Tax Ordinance, 2001 and applicable treaties [SBP rules]. (5) Bid and performance securities are PKR instruments issued by a scheduled bank in Pakistan. Bids with currency conditions are non-responsive.	Undertaking in Bid Submission Form (T-1) and T-25; Form F-1 unchanged	Each JV partner; International Partner (acceptance)
IJ-7	**Authority to incur liabilities and receive instructions**	The Power of Attorney and board resolutions (J-2) must expressly state that instructions, notices and payments to the Lead Partner bind all members and that PSEB may rely on the Lead Partner without enquiry; the PoA must remain valid through the contract term and any extension.	Power of Attorney + board resolutions (T-7, T-25)	Lead Partner (holder); International Partner (grantor)

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 Partner**	Lead Partner must independently meet the minimum integrated Facility Management 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, as set out in Section 4 clause IJ-2 (member minimum shares; combined 100%; audited statements; PKR conversion).		
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.		
16	**International IT Park Operator**	A JV/Consortium or single bidder may claim marks under Part V criterion 14 for one international IT Park operator. Tier 20 (Execution/Operations Partner) must be a JV/Consortium member with direct liability to PSEB for its scope and is subject to J-1, J-4, J-5 and J-6. The same operator and its affiliates under common control count once. Tiers 20 and 15 operators may be committed to one bidder only. Changes to the operator after submission require PSEB's prior written approval and an equal or better substitute.		
17	**International Partner in a JV**	A JV/Consortium may include an international (foreign-incorporated) partner. Where it does, Section 4 clauses E-1 to E-6 and J-1 to J-6 (as revised) and IJ-1 to IJ-7 apply, split between all JV partners collectively, the Lead Partner and the International Partner as stated in each clause.		
18	**Financial capacity — aggregation**	Aggregation per Section 4 clause IJ-2: members' own audited figures are summed; Lead Partner, International Partner and each other member must each meet their minimum share; the combined JV must meet 100% of the requirement. Item 6 above is read subject to this clause.		
19	**Experience credentials**	Per Section 4 clauses IJ-3 and IJ-4: experience is non-transferable; affiliates' experience counts only with membership or a binding guarantee; the International Partner's experience cannot satisfy the Lead Partner's minimum (J-3).		
20	**Authentication of foreign documents**	All foreign documents notarized and apostilled/legalized with certified English translations per Section 4 clause IJ-1; PSEB may verify with the issuing authority.		
21	**Currency, tax and foreign exchange**	Per Section 4 clause IJ-6: PKR payments and reporting; SBP and tax compliance and repatriation at the Operator's risk; no currency conditions in the bid.		

SECTION 6: PART V — TECHNICAL EVALUATION CRITERIA & MARKING

Sr.	Evaluation Criterion	Scoring Method	Required Documentary Evidence (Checklist ref)	Max Marks

Evaluated by PSEB Technical Evaluation Committee under PPR Rule 37. Only bidders scoring at or above the minimum qualifying score (70% of total marks, i.e. 49 of 70 marks) proceed to financial opening. Criteria numbered 1–14 (the source document numbers two criteria as '3'). Total technical marks are 70 (criteria 1–12: 35; Presentation: 21; International IT Park Operator: 14); Technical Score = Marks obtained out of 70.

1	**Relevant Experience and Complementary Expertise**	SINGLE ENTITY (all requirements met independently): • 5 to less than 6 years = 2 marks • 6 to 10 years = 3 marks • More than 10 years = 4 marks • Less than 5 years = 0 OR JV/CONSORTIUM: A. Lead Partner experience (FM, Integrated FM, Building Operations, O&M, Property Mgmt) – 2 marks: • 5 to 10 years = 1 • More than 10 years = 2 B. Other JV members' complementary expertise – 2 marks, by number of the 11 listed areas evidenced (MEP, HVAC, fire & life safety, security, cleaning, horticulture, tenant mgmt, commercialization, parking, CAFM/CMMS, HSE): • 1–7 areas = 1 • 8 or more areas = 2 [thresholds TBC]	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 (T-8, T-9, T-10)	4
2	**Similar Large-Scale FM/O&M Experience**	1 mark per qualifying completed/ongoing assignment in the last 10 years; four qualifying assignments = full 4 marks. Assignments must involve integrated operation, maintenance or management of commercial buildings, office complexes, institutional buildings, business/IT parks, universities, hospitals, hotels or comparable facilities. [TBC: PSEB to confirm whether fewer than 3 assignments scores zero.]	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. (T-9, T-10)	4
3	**Annual Turnover**	Based on average annual audited turnover (at least 3 of last 4 completed financial years). JV members' turnover may be aggregated. • PKR 500 Million & above = 4 • More than PKR 300 Million and below PKR 500 Million = 3 • PKR 50 Million to PKR 300 Million = 2 • Under PKR 50 Million = 0	Audited financial statements for at least 3 of the last 4 completed financial years (T-11)	4
4	**Commercial / Real Estate / IT / Business Park Operation Experience**	• Commercial/office space leasing or property management – 1 • IT/technology/business park experience – 1 • Commercial revenue/tenant management – 1 • Parking/commercial facility management – 1 (each sub-item scored on separate evidence)	Contracts, lease/property management agreements, client certificates, work orders, completion/performance certificates. JV: identify responsible member. (T-9, T-10)	4
5	**Understanding of IT Park Requirements**	• Facility and operational requirements – 1 • MEP/critical infrastructure – 1 • Tenant/user requirements, commercial/revenue requirements, and operational risks and mitigation – 1	Technical Proposal / Understanding of Assignment (assignment-specific; generic or copied material scored only to the extent it shows real understanding) (T-12)	3

6	**Technical Methodology and Operational Plan**	• Overall FM/O&M methodology – 1 • Preventive/corrective maintenance strategy – 1 • 24/7 operation and emergency response – 1 • Quality assurance/KPI monitoring and 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 (T-13)	5
7	**Management and Staffing Plan**	• Proposed management structure and Facility/Operations Manager & senior management – 1 • Engineering/technical manpower and HSE/security/housekeeping management – 1 • Commercial/finance/tenant management staff and staffing deployment and shift plan – 1	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. (T-14)	3
8	**Engineering / MEP Maintenance Capability**	1 mark per group (1 = evidence fully covers the group; 0 = not covered or only partially covered): • (a) Electrical/HT/LT/generator/UPS • (b) HVAC/chillers/AHUs/FCUs and firefighting/fire alarm/life safety • (c) Elevators/mechanical systems, BMS/ELV and plumbing/water systems	Contracts/work orders, completion certificates, technical staff CVs, professional certifications, maintenance records. JV: identify member. (T-15)	3
9	**Commercialization and Occupancy Plan**	1 mark where the plan adequately covers both: • Office occupancy/tenant acquisition strategy • Commercial-area leasing, marketing/business development and revenue enhancement strategy	Assignment-specific Commercialization & Occupancy Plan (tenant acquisition, leasing, marketing, BD, revenue enhancement); optional evidence of past commercialization experience (T-16, T-17)	1
10	**Digital CAFM / CMMS Management System**	1 mark where the solution adequately covers both: • CAFM/CMMS/work-order management • Asset management/PM tracking, dashboard/KPI/management reporting and digital complaint/tenant/revenue monitoring	Description of CAFM/CMMS solution, architecture/features, screenshots/demo access, previous deployment evidence, sample dashboards/reports, implementation & integration plan (T-18)	1
11	**HSE / Security / Emergency Management**	• HSE management system and security/access-control methodology – 1 • Fire/life safety and evacuation, emergency response and drills, and incident reporting/risk management – 1	HSE Plan, Security Plan, Emergency Response Plan, Fire/Life Safety & Evacuation Plan, risk matrix, incident reporting procedure, relevant certifications (T-19)	2
12	**Mobilization and Takeover Plan**	1 mark where the plan adequately covers all of: • Mobilization methodology/timeline • Asset verification/takeover • Recruitment/deployment of staff • FM control room/CAFM establishment and transition/business continuity plan	Mobilization schedule, takeover & asset verification method, recruitment schedule, control room setup, CAFM implementation, transition & continuity measures (T-20)	1

13	**Presentation — Operationalization Plan / Proposal Defense**	21 marks (30 marks on the previous 100-mark scale, rescaled to the 70-mark technical total in whole numbers). Sub-criteria and marks: • Operationalization strategy and implementation roadmap – 4 • Business development, tenant acquisition and occupancy strategy – 4 • IT ecosystem development and industry engagement (Objectives 1, 3, 4, 5, 6 and start-up/company incentive programmes, Objective 9) – 3 • Facility and property management – 3 • Financial sustainability and revenue generation (no financial-proposal figures to be disclosed) – 3 • Governance, staffing and management structure – 2 • Risk management and implementation feasibility – 2 See 6-A for assessment methodology.	Presentation of Operationalization Plan before Technical Evaluation Committee; written slides submitted with Technical Proposal (T-23)	21
14	**International IT Park Operator Participation in JV/Consortium**	Highest single tier applies (tiers not cumulative): 14 = Execution/Operations Partner; 11 = Technical Management Partner with genuine local presence; 7 = Advisory/Technical Assistance; 4 = Pre-operational only; 0 = none or non-qualifying. Eligibility, tier conditions, evidence, zero-mark and verification rules in 6-B.	Evidence pack per tier (T-7, T-8, T-24)	14
	TOTAL MARKS		Technical Score = Marks obtained (out of 70)	70
	Minimum qualifying percentage (BDS ITB-27)			**70%**
	Minimum qualifying marks		Minimum qualifying marks (70% of 70)	49

6-A. Presentation / Proposal Defense — assessment methodology (criterion 13)

	Format	30 minutes presentation + 20 minutes question-and-answer for every qualifying bidder; identical time and format for all; slide page limit.		
	Presenters	Named key personnel proposed in the Technical Proposal (T-14) must present; substitution only with PSEB's prior written approval.		
	Scoring	Each TEC member scores independently on a written score sheet with a stated reason for each sub-criterion. Bands: excellent 90–100% of marks; good 70–89%; adequate 50–69%; weak 1–49%; nothing/non-responsive 0. Final mark = arithmetic average of members' scores.		
	Controls	Sessions recorded; score sheets retained on the procurement record; no financial-proposal information may be disclosed or solicited; questions limited to the submitted Technical Proposal and disclosed criteria.		

6-B. International IT Park Operator — criterion 14 scoring matrix

Marks	Tier	Conditions (all must be met)	Minimum documentary evidence	Marks

14	**Execution / Operations Partner**	JV/Consortium member directly liable to PSEB for its scope; defined core functions (e.g. tenant acquisition, park management, ecosystem programmes) assigned in the Responsibility Matrix; named on-site key personnel for the full mobilization period; measurable KPIs linked to occupancy/service levels; demonstrable commercial commitment (equity or revenue-linked remuneration); no withdrawal or substitution without PSEB's prior written consent.	Signed JV/Consortium Agreement; board resolution and power of attorney of operator; Responsibility Matrix; KPI schedule; operating-experience proofs; direct confirmation letter from operator to PSEB (T-7, T-8, T-24)	14
11	**Technical Management Partner**	NOT a JV member. Binding Operations/Technical Assistance Agreement with defined operational services and seconded staff for at least 5 years, PLUS genuine local presence: an active registered branch or subsidiary in Pakistan (registration certificate), a physical office and local employees. Local presence without a binding operational scope scores 0.	The agreement; registration certificate(s); lease/ownership evidence of local office; employee records; operating-experience proofs (T-24)	11
7	**Advisory / Technical Assistance**	Binding agreement with defined deliverables, minimum man-days and review points over at least 2 years; no on-site operational responsibility or KPI liability.	The agreement; deliverables and man-day schedule; operating-experience proofs (T-24)	7
4	**Pre-operational support only**	Binding agreement limited to planning, feasibility, structuring or mobilization support, ending within 12 months of contract award.	The agreement (T-24)	4
0	**No qualifying participation**	No operator, or any condition above not met or not evidenced.	—	0
	Zero marks apply to	Non-binding letters of support, MOUs, expressions of interest, logo or name only, expired or conditional commitments (including termination rights exercisable at the operator's option), commitments shorter than the bid validity period, unsupported or unverified claims, unverified operating experience, local representation without binding scope.		
	Verification	PSEB may verify with the operator, its clients and regulators, and may require legalised/apostilled foreign documents. Misrepresentation: bid rejected and action under Rule 21. Post-award: operator and key personnel may be replaced only with PSEB's written approval and an equal or better substitute; remedy for failing to keep the committed tier [to be set in the contract].		
	Legal vetting flag	Exclusivity of tier 20/15 operators to one bidder, and scoring of foreign participation, may raise competition/discrimination concerns under the applicable procurement framework.		

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**	Not required.	Part VI/X Form 7 Item A: not a bid item	
Item B	**Revenue Share Percentage payable to PSEB**	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 of 100 technical marks (70%) are opened on a date communicated in writing.	Only technically qualified bidders	

2	**Ranking and award**	Combined Score (out of 100) = Technical Score + Financial Score, where Technical Score = Raw Technical Marks ÷ 100 × 70 and Financial Score = (Bidder's Revenue Share % ÷ Highest Responsive Revenue Share %) × 30. The bidder with the highest Combined Score is recommended for award (subject to competent authority approval). No NPV or discount-rate adjustment. Ties: higher Technical Score; if still tied, higher Revenue Share.	Highest Combined Score wins	
3	**No conditional offers**	No conditional, alternative or qualified financial proposals will be considered.	Strict format	
4	**Responsiveness and rounding**	A Revenue Share that is zero, negative, not expressed as a percentage, or conditional is non-responsive. Percentages are quoted and scored to two decimal places. 'Highest Responsive Revenue Share' is the highest among financially opened, responsive proposals.	Strict format	
C. Key Commercial Definitions & Rules				
1	**Gross Revenue**	Total revenue received or receivable by the Operator from all commercial activities, facilities, services, rentals, leases and other income — BEFORE deduction of any operating or business expenses. Exclusions (only): taxes collected on behalf of government; refundable security deposits until forfeited; insurance claim proceeds. Revenue means amounts the Operator bills or receives, not tenants' own sales.	Definition	
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**	Not Applicable		
6	**Revenue handling**	All revenue electronically recorded, receipted, deposited and reconciled through PSEB-approved banking arrangements. Monthly revenue statements and quarterly reconciliation statements to PSEB; annual audit of revenue by a QCR-rated auditor on ICAP's list is MANDATORY (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	
8	**Payment of Revenue Share**	Revenue Share is payable [quarterly] to a PSEB-approved account within 15 days of period end, supported by the revenue statement. PSEB has read-only access to billing, receipts and CAFM revenue data.	Revenue protection (MGP deleted)	
9	**Audit, verification and look-back**	PSEB (or its auditor) may audit revenue records at any time; adjustments for any under-reporting identified within 2 years of the relevant period are payable with the surcharge below.	GCC-7, GCC-11	
10	**Late payment and under-reporting**	Late payment bears interest; under-reported Gross Revenue attracts a surcharge of [TBC]% of the shortfall; repeated or deliberate breach is a ground for termination for cause (GCC-14).	GCC-14	

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

Tender No. A (01)/PSEB/2026-37 — Outsourcing, Operation, Management, Maintenance and Commercialization of Daanish IT Park Islamabad | Single Stage – Two Envelope | Submission on EPADS 2.0 |

D. Fifteen-Year Business & Operating Plan (to be submitted with Technical Proposal — Part X-23, T-17)

	Plan period	Covers the full 15-year base term (source: 'Five to Fifteen-Year' plan).		
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**	Revenue Share over the contract term shown on an ILLUSTRATIVE, NON-BINDING basis (not the bid figure). The Technical Proposal must contain NO price information; the binding Revenue Share is quoted only in Envelope 2.	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
B. Engineering / MEP / ICT 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 and ICT Infrastructure, Digital Connectivity and Cybersecurity

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 (major capital replacement per Section 12-B, threshold [TBC])
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

F. International Partner Association

35	International Strategic Partner: Where an international partner's credentials are used for qualification or technical evaluation, the bidder shall submit a binding Partnership Agreement and a separate undertaking, signed by the partner and addressed to PSEB, committing to fulfil its assigned responsibilities throughout the Contract period.
36	Active Participation of International Partner: The international partner shall maintain active involvement throughout the Contract period, providing committed technical, operational and management support, expert deployment, knowledge transfer and capacity building, as specified in the approved Participation Plan.
37	Continuity of International Partner: The international partner shall not withdraw or reduce its committed involvement without PSEB's prior written approval; any replacement shall be subject to PSEB approval and demonstrate equivalent or superior credentials, failing which contractual penalties or other remedies may apply.

SECTION 9: AREA STATEMENT (PART IV-5)

Indicative; subject to verification during mobilization/asset takeover (Part IV-5 / Annexure A, 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.		

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 Charge / Service-Credit Framework (Illustrative — Part VII-18)				
	Monthly Performance Score 95–100%	No charge		
	Monthly Performance Score 85–94%	Performance charge payable by the Operator to PSEB of 1–3% of the Charge Base for that month		
	Monthly Performance Score 70–84%	Performance charge payable by the Operator to PSEB of 4–8% of the Charge Base + 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 charges 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 PSEB.		
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; quarterly reconciliation statements and MANDATORY annual revenue audit by a QCR-rated auditor 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, repeated or deliberate revenue under-reporting or non-payment (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**	Performance charges 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.		
GCC-18	**Governing Law**	Laws of the Islamic Republic of Pakistan.		
GCC-19	**Change in Law**	Treatment of changes in applicable law after bid submission and any resulting adjustment.		
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)**	To be PUBLISHED WITH the Bidding Document so bidders can price risk. Will specify: securities, KPI/performance-charge matrix & caps, cure periods, termination-for-convenience notice and compensation on no-fault termination, force majeure (prolonged event) consequences, change in law, insurance sums, arbitration details, fee escalation, sector-specific regulatory requirements.		
	Property Alterations and Modifications:	The Operator shall not make, undertake or authorize any alteration, addition, renovation, modification or change to the property, building layout, structure, façade, fixtures, finishes, MEP systems or infrastructure without obtaining PSEB's prior formal written approval. Any unauthorized alteration shall be rectified or reinstated by the Operator at its own cost, as directed by PSEB.		

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 (Can be downloaded from link: https://gofile.me/7QTTB/qrleirojb) [TBC: PSEB to host on EPADS 2.0 or an official data room]		Operator	
2	Review drawings, O&M manuals and warranty documentation (Can be downloaded from link: https://gofile.me/7QTTB/qrleirojb) [TBC: as above]		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	

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

Ref	Document	Remarks	Form	

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

ENVELOPE 1 — TECHNICAL PROPOSAL (upload on EPADS 2.0; NO price information)

T-1	**Bid Submission Form**	Signed by authorized signatory	—	

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	—	
T-3	**Bidder Information Form**	Include JV partners and shareholding	—	
T-4	**Eligibility & Non-Blacklisting Declaration + notarized affidavit on PKR 100 stamp paper**	Each JV partner — separate affidavits; International Partner's notarized and apostilled/legalized (IJ-1)	—	
T-5	**Conflict of Interest, Beneficial Ownership & Litigation Declaration**	Each JV partner — separate declarations (E-5, IJ-5)	—	
T-6	**Registration/Incorporation certificate, NTN, Sales Tax/GST registration, ATL status**	Each JV partner; International Partner: home-country registration, good standing, tax residency and undertaking to register (E-1 to E-3)	—	
T-7	**Power of Attorney for authorized signatory / Lead Partner**	Executed by each member with board resolutions; apostilled/legalized for International Partner (J-2, IJ-7)	—	
T-8	**JV/Consortium Agreement (or LoI) and JV Responsibility Matrix**	If JV; notarized (apostilled for International Partner); equity split and Responsibility Matrix (J-1, J-5)	—	

T-9	**Similar Experience Form + contracts/work orders**		—	
T-10	**Client Performance / Completion Certificates**	For each claimed assignment	—	
T-11	**Financial Capacity Form + Audited Financial Statements (3 of last 4 years)**	Each member; International Partner's statements apostilled; PKR conversion and aggregation per IJ-2	—	
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	**Fifteen-Year Business & Operating Plan**	Revenue Share shown as illustrative and non-binding; NO price information	—	
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 / Proposal Defense (with written slides)**	Presented to Technical Evaluation Committee	—	
T-24	**International IT Park Operator Evidence Pack (criterion 14)**	Per tier: signed agreement(s); board resolution; power of attorney; Responsibility Matrix and KPI schedule (tier 20); registration and local-office evidence (tier 15); operating-experience proofs; direct confirmation letter from operator; non-blacklisting affidavit. Only if marks are claimed.	—	
T-25	**International Partner Authentication & Compliance Pack (JV with an international partner)**	Home-country registration and good standing; tax residency; undertaking to register in Pakistan (E-1, E-2); notarized/apostilled affidavits, PoA, board resolutions and audited financial statements with certified translations (IJ-1, IJ-2); direct liability undertaking (J-4); affiliate guarantee where relied on (IJ-4); FX/tax undertaking (IJ-6)	—	
ENVELOPE 2 — FINANCIAL PROPOSAL (upload on EPADS 2.0)				
F-1	**Financial Proposal Form (Revenue Share % quoted)**	Unconditional	—	
F-2	**Revenue Sharing Proposal**		—	
F-3	**Declaration of Price Validity (formerly F-4)**	180 days	—	
AFTER AWARD				
A-1	**Performance Security**	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		

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

Tender No. A (01)/PSEB/2026-37 — Outsourcing, Operation, Management, Maintenance and Commercialization of Daanish IT Park Islamabad | Single Stage – Two Envelope | Submission on EPADS 2.0 |

	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	mmazhar@pseb.org.pk		
	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	As per PPRA Rules.		