

GOVERNMENT OF PAKISTAN
MINISTRY OF INFORMATION TECHNOLOGY & TELECOMMUNICATION
PAKISTAN SOFTWARE EXPORT BOARD (PSEB)

STANDARD BIDDING DOCUMENT

FOR

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

Open Competitive Bidding — Single Stage, Two-Envelope Procedure

A(01)/PSEB/2026-27

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PART I — INVITATION FOR BIDS (IFB)

Pakistan Software Export Board (PSEB), Ministry of Information Technology & Telecommunication, Government of Pakistan, invites sealed bids from eligible and qualified firms/companies, on Single Stage – Two Envelope basis, for the complete Outsourcing, Operation, Management, Maintenance, Facility Management, Commercial Management and Revenue Management of IT Park Islamabad, in accordance with the Public Procurement Rules, 2004.

1. Procuring Agency

Pakistan Software Export Board (PSEB), Ministry of Information Technology & Telecommunication, Government of Pakistan, [Address], Islamabad.

2. Brief Description of the Assignment

Appointment of a competent private-sector Operator, on a performance-based basis, for the integrated operation, facility management, maintenance, security, commercialization and revenue management of the completed IT Park Islamabad (approximate covered area 720,269 sq. ft.), for a base contract period of five (05) years, as more particularly described in Part IV — Terms of Reference. The Contract shall be extendable by up to two (02) further terms of three (03) years and two (02) years (max. ten (10) years total), subject to satisfactory KPI performance and mutual written agreement — see GCC-2.

3. Eligible Bidders

Firms/companies meeting the mandatory eligibility and minimum qualification criteria set out in Part III of this Bidding Document. Joint ventures/consortia are permitted, as specified in the Bidding Data Sheet.

4. Procurement Method

Open Competitive Bidding, National Competitive Bidding as applicable, using the Single Stage – Two Envelope Procedure. Technical and Financial Proposals shall be submitted simultaneously in separate sealed envelopes. Only the Financial Proposals of technically qualified/responsive bidders shall be opened.

5. Availability of Bidding Document

The Bidding Document can be downloaded from PSEB website.

6. Pre-Bid Meeting and Site Visit

Prospective bidders are encouraged to attend and to visit the site at their own cost to acquaint themselves with the facility, its condition and surroundings, in accordance with ITB Clause 8.

7. Bid Security

Each bid must be accompanied by a Bid Security of PKR 3,600,000/-, in the form of a pay order, demand draft or bank guarantee from a scheduled bank, valid for 180 days beyond the bid validity period, as specified in the Bidding Data Sheet.

8. Deadline and Place for Submission of Bids

Complete bids, in the format prescribed in this Bidding Document, must be delivered to Pakistan Software Export Board (G) Limited Head Office, Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower, Blue Area, Islamabad not later than 5th October, 2026 at 03:00 PM. Bids received after the deadline shall be rejected and returned unopened.

9. Bid Opening

Technical Proposals (Envelope-I) shall be opened publicly on 5th October, 2026 at 03:00 PM at Pakistan Software Export Board (G) Limited Head Office, Plot 61, 6th Floor, New State Life Tower, Adjacent Saudi Pak Tower, Blue Area, Islamabad, in the presence of bidders' representatives who choose to attend. Financial Proposals (Envelope-II) of technically qualified bidders shall be opened on a later date, to be communicated in writing to qualified bidders.

10. Reservation of Rights

PSEB reserves the right to reject any or all bids and to annul the bidding process at any time prior to contract award, without incurring any liability towards the affected bidder(s).

POINT OF CONTACT

For Technical query: samjad@pseb.org.pk, zvirik@pseb.org.pk, shassan@pseb.org.pk

For General queries: rarif@pseb.org.pk

PSEB — IT Park Islamabad O&M Outsourcing

BID SUBMISSION

Director Infrastructure

Pakistan Software Export Board

6th Floor, State life Building, Blue Area, Islamabad

PART II — INSTRUCTIONS TO BIDDERS AND BIDDING DATA SHEET

This Part II sets out the Instructions to Bidders (ITB) applicable to this bidding process, together with the Bidding Data Sheet (BDS), which supplements, and takes precedence over, the corresponding ITB clause in the event of any conflict.

A. Instructions to Bidders (ITB)

A. General

ITB-1 Scope of Bid. PSEB invites bids, as described in the Bidding Data Sheet (BDS), for the appointment of an Operator to provide the services described in Part IV — Terms of Reference/Scope of Services. The successful bidder shall be required to perform the assignment in accordance with this Bidding Document and the Contract Agreement at Part XII. The name of the assignment is set out in the BDS.

ITB-2 Source of Funds/Consideration. The assignment is structured as a self-financing, revenue-generating arrangement. The Operator shall be remunerated through the commercial model described in Part VI and Part X (Minimum Guaranteed Payment and/or Revenue Sharing, as applicable), and shall bear the costs of operation from revenues generated, subject to the terms of the Contract. PSEB shall not fund, subsidize or bear any operating cost of the assignment; full operational, staffing and commercial risk rests with the Operator, whose remuneration is derived exclusively from the revenues it generates and retains, net of the Minimum Guaranteed Payment and Revenue Share due to PSEB.

ITB-3 Corrupt and Fraudulent Practices. 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, 2004 and applicable PPRA Regulations. PSEB shall reject a proposal for award, and may declare a firm ineligible/blacklisted in accordance with Rule 19 and the blacklisting and debarment mechanism devised thereunder, if it determines that the bidder has engaged in any such practice in competing for or executing the contract.

ITB-4 Eligible Bidders. A bidder shall be eligible to participate in this bidding process if it meets the mandatory eligibility criteria set out in Part III of this Bidding Document, and is not otherwise ineligible under the Public Procurement Rules, 2004 (including debarment/blacklisting by any Government entity, or being placed on PPRA's Non-Responsive/Blacklisted vendors list). Participation of joint ventures/consortia is governed by the BDS.

ITB-5 Qualification of the Bidder. All bidders must submit documentary evidence of their eligibility and qualification, as detailed in Part III, in the format of the forms at Part XI. PSEB reserves the right to undertake post-qualification verification, including site visits, reference checks and verification of client completion/performance certificates, before award of contract.

ITB-6 One Bid per Bidder. A firm shall submit only one bid, either individually or as a member of a joint venture. A firm that participates as a joint venture partner in one bid may not submit a separate bid, whether individually or as part of another joint venture, in the same bidding process.

ITB-7 Cost of Bidding. The bidder shall bear all costs associated with the preparation and submission of its bid, including the site visit, and PSEB shall not be responsible or liable for those costs, regardless of the outcome of the bidding process.

ITB-8 Site Visit. Bidders are encouraged, and may be required under the BDS, 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. The date and arrangements for the site visit/pre-bid meeting are set out in the BDS/IFB.

B. Bidding Document

ITB-9 Contents of Bidding Document. The Bidding Document comprises the twelve (12) Parts and Annexures listed in the Table of Contents. The bidder is expected to examine all instructions, forms, terms and specifications in the Bidding Document and shall be responsible for furnishing all information required. Failure to furnish all information required, or submission of a bid not substantially responsive, may result in rejection.

ITB-10 Clarification of Bidding Document. A prospective bidder requiring clarification of the Bidding Document may notify PSEB in writing at the address stated in the BDS, not later than 7 days prior to the deadline for submission of bids. PSEB shall respond in writing, and shall transmit copies of its response (without identifying the source of the query) to all prospective bidders who have obtained the Bidding Document, in a timely manner and on an equal-opportunity basis, and shall notify any resulting change, addition, modification or deletion in a manner similar to the original advertisement, in accordance with Rule 23(3) of the Public Procurement Rules, 2004.

ITB-11 Amendment of Bidding Document. At any time prior to the deadline for submission of bids, PSEB may, for any reason, amend the Bidding Document by issuing an addendum. Any addendum issued shall be communicated in writing to all prospective bidders who have obtained the Bidding Document, and shall be posted on the PPRA and PSEB websites. PSEB may, at its discretion, extend the deadline for submission of bids, after recording its reasons in writing and in an equal-opportunity manner, and shall advertise such extension in a manner similar to the original advertisement, in accordance with Rule 27 of the Public Procurement Rules, 2004, so as to allow prospective bidders reasonable time to take an amendment into account.

C. Preparation of Bids

ITB-12 Language of Bid. The bid, and all correspondence and documents relating to the bid, shall be in the English language.

ITB-13 Documents Comprising the Bid. The bid shall be submitted in two (2) separate sealed envelopes: (a) Envelope-I — Technical Proposal, containing the Bid Submission Form, Bid Security, all eligibility and qualification documents, declarations, Power of Attorney, technical methodology, mobilization plan, staffing plan, business/commercialization plan and other forms listed in Part XI, excluding any indication of price; and (b) Envelope-II — Financial Proposal, containing the Financial Proposal Form, Revenue Sharing Proposal, Minimum Guaranteed Payment Proposal and Declaration of Price Validity, as listed in Part XI. Both envelopes shall be placed together inside one outer sealed envelope, in accordance with ITB Clause 19.

ITB-14 Bid Prices. As mentioned in BDS.

ITB-15 Bid Currency. As mentioned in BDS.

ITB-16 Bid Security. The bidder shall furnish, as part of its Technical Proposal, a Bid Security in the amount and form specified in the BDS. The Bid Security of unsuccessful bidders shall be returned as promptly as possible, and not later than thirty (30) days after expiry of the bid validity period. The Bid Security may be forfeited if a bidder withdraws its bid during the period of bid validity; or refuses to accept a correction of an arithmetical error; or, having been notified of acceptance, fails to sign the Contract or fails to furnish the required Performance Security within the specified time. The Bid Security shall be a fixed amount not exceeding five per cent of the estimated value of the procurement as determined by PSEB, in accordance with Rule 25 of the Public Procurement Rules, 2004.

ITB-17 Period of Validity of Bids. Bids shall remain valid for 180 days from the date of opening of the Technical Proposal, or as otherwise stated in the BDS. PSEB may request the bidder's consent to an extension of the validity period; a bidder may refuse without forfeiting its Bid Security, but a bidder agreeing to an extension shall correspondingly extend the validity of its Bid Security.

ITB-18 Format and Signing of Bid. The bidder shall prepare one original and the number of copies specified in the BDS of the Technical and Financial Proposals, clearly marked "ORIGINAL" and "COPY". The bid shall be signed by a person(s) duly authorized through a Power of Attorney/Board Resolution to bind the bidder. Any interlineation, erasure or overwriting shall be valid only if initialed by the person(s) signing the bid.

ITB-19 Sealing and Marking of Bids. Each of the Technical and Financial Proposal envelopes shall be sealed separately and marked "Technical Proposal — DO NOT OPEN WITH FINANCIAL PROPOSAL" and "Financial Proposal — DO NOT OPEN BEFORE TECHNICAL EVALUATION" respectively, and shall bear the name of the assignment, the Bidding Document number, and the name and address of the bidder. Both envelopes shall be placed inside one outer envelope, sealed and addressed as specified in the BDS/IFB, with a warning not to open before the specified time and date.

D. Submission of Bids

ITB-20 Deadline for Submission of Bids. Bids must be received by PSEB at the address specified in the BDS/IFB not later than the date and time stated therein. PSEB may extend the deadline by amending the Bidding Document, in which case all rights and obligations of PSEB and bidders shall thereafter be subject to the extended deadline.

ITB-21 Late Bids. Any bid received after the deadline for submission of bids shall be declared "late", rejected, and returned unopened to the bidder.

ITB-22 Modification and Withdrawal of Bids. A bidder may modify or withdraw its bid after submission, provided that written notice of the modification or withdrawal is received by PSEB prior to the deadline for submission of bids. No bid may be modified after the deadline for submission of bids. No bid may be withdrawn in the interval between the deadline for submission of bids and expiry of the bid validity period, failing which the Bid Security may be forfeited.

E. Opening and Evaluation of Bids

ITB-23 Opening of Bids. PSEB shall open the Technical Proposal (Envelope-I) of all bids received, in the presence of bidders' representatives who choose to attend, at the time, date and venue specified in the BDS/IFB. The bidders' names, and the presence or absence of the Bid Security and other key documents, shall be announced and recorded in the minutes of bid opening. The Financial Proposal (Envelope-II) shall remain sealed in the

custody of PSEB. Following announcement of the technical evaluation report, the Financial Proposals of technically qualified/responsive bidders only shall be opened publicly at a time, date and venue announced and communicated to the bidders in advance, and the Financial Proposals of bidders found technically non-responsive shall be returned to them un-opened, in accordance with Rule 36(b)(vii) and (viii) of the Public Procurement Rules, 2004. PSEB shall live broadcast the opening of the Technical Proposals and of the Financial Proposals on its website or digital channels, in accordance with the proviso to Rule 28(2).

ITB-24 Clarification of Bids. During evaluation, PSEB may, at its discretion, ask a bidder for clarification of its bid. The request for clarification and the response shall be in writing, and no change in the substance or price of the bid shall be sought, offered or permitted.

ITB-25 Preliminary Examination. PSEB shall examine the bids to determine whether they are complete, whether required securities have been furnished, whether the documents have been properly signed, and whether the bids are generally in order. A bid determined not to be substantially responsive may be rejected and may not subsequently be made responsive by correction.

ITB-26 Conversion to Single Currency. As mentioned in BDS.

ITB-27 Technical Evaluation. Technical Proposals shall be evaluated in accordance with the criteria and weightage set out in Part V of this Bidding Document. Bidders scoring less than the minimum qualifying technical score specified in the BDS shall be declared technically non-responsive and their Financial Proposals shall not be opened.

ITB-28 Financial Evaluation and Comparison. Financial Proposals of technically qualified bidders only shall be opened and evaluated in accordance with the methodology set out in Part VI of this Bidding Document.

ITB-29 Contacting the Procuring Agency. From the time of bid opening to the time of contract award, a bidder shall not contact PSEB on any matter relating to its bid, except as provided in this ITB. Any effort by a bidder to influence PSEB's evaluation, bid comparison or award decision may result in rejection of the bidder's bid and may attract action under Rule 21.

ITB-30 Post-Qualification/Verification. PSEB may, before award of contract, verify the qualification information furnished by the bidder recommended for award, including by requesting additional documentation, conducting reference checks with the bidder's clients, and/or visiting the bidder's offices/operational sites.

ITB-30A Announcement of Evaluation Reports. PSEB shall announce the technical evaluation report before opening of the Financial Proposals, and shall announce the result of the bid evaluation in the form of a final evaluation report giving justification for the acceptance or rejection of bids, at least fifteen (15) days prior to the award of the Contract, in accordance with Rule 35 of the Public Procurement Rules, 2004. Until announcement of the respective evaluation report, PSEB shall keep all information regarding the technical or final evaluation confidential, in accordance with Rule 41.

F. Award of Contract

ITB-31 Award Criteria. PSEB shall award the Contract to the bidder whose bid has been determined to be substantially responsive and technically qualified under Part V, and who, among such bidders, offers the highest Revenue Share Percentage as set out in Part VI 16 and the BDS — the Minimum Guaranteed Payment being fixed by PSEB and not itself scored, subject to approval of the competent authority. Such bid shall constitute the most

advantageous bid within the meaning of Rule 2(1)(h) of the Public Procurement Rules, 2004, being the substantially responsive and qualified bid ranked highest on the basis of the criteria specified in this Bidding Document, and shall be accepted in accordance with Rule 38.

ITB-32 PSEB's Right to Accept or Reject Bids. PSEB reserves the right to accept or reject any bid, and to annul the bidding process and reject all bids at any time prior to contract award, in accordance with Rule 33 of the Public Procurement Rules, 2004, without incurring any liability to the affected bidder(s), and shall, upon request, communicate the grounds for its rejection, without being required to justify those grounds. Notice of the rejection of all bids shall be given promptly to all bidders that submitted bids, and PSEB may thereafter assess the reasons for rejection and call for re-bidding, in accordance with Rules 33(3) and 34.

ITB-33 Notification of Award. Prior to expiry of the bid validity period, PSEB shall notify the successful bidder in writing that its bid has been accepted. The notification of award shall constitute PSEB's acceptance of the bid; the Contract shall come into force on the date on which the signatures of both parties are affixed to the Contract Agreement, in accordance with Rule 44(b) of the Public Procurement Rules, 2004, and without prejudice to PSEB's remedies under ITB-16 should the successful bidder fail to sign the Contract or to furnish the Performance Security. As soon as the Contract has been awarded, PSEB shall make all documents relating to the evaluation of the bids and the award of the Contract public, in accordance with Rule 47, and shall publish the result of the bidding process, including the name of the successful bidder, on the PPRA and PSEB websites.

ITB-34 Signing of Contract. The successful bidder shall sign, date and return the Contract Agreement at Part XII to PSEB.

ITB-35 Performance Security. The successful bidder shall furnish a Performance Security in the amount and form specified in the BDS, within the period stated therein, and in any case prior to or at the time of signing of the Contract. The Performance Security shall remain valid throughout the mobilization period and the operative period of the Contract, or as otherwise specified, and shall be extendable in accordance with the Contract.

ITB-36 Integrity Pact. The estimated value of this procurement exceeds Rupees ten million. The bidder shall accordingly execute an Integrity Pact in the format prescribed by the Authority (Form at Part XI) and submit it as part of its Technical Proposal, in accordance with Rule 7 of the Public Procurement Rules, 2004. Failure to submit the Integrity Pact shall render the bid non-responsive.

ITB-37 Redressal of Grievances. PSEB shall constitute a committee comprising an odd number of persons, with the necessary powers and authorizations, to address the complaints of bidders arising prior to the entry into force of the Contract (the "Grievance Redressal Committee"), in accordance with Rule 48 of the Public Procurement Rules, 2004. Any party may file a written complaint against the eligibility parameters, the evaluation criteria or any other term or condition prescribed in this Bidding Document which is said to be contrary to the procurement regulatory framework, and such complaint shall be addressed by the Grievance Redressal Committee well before the deadline for submission of bids. A bidder aggrieved by any act of PSEB after the submission of its bid may lodge a written complaint within seven (07) days of announcement of the technical evaluation report, and within five (05) days after issuance of the final evaluation report. Where the complaint is filed against the technical evaluation report, the Grievance Redressal Committee shall suspend the procurement proceedings. Where the complaint is filed after issuance of the final evaluation report, the complainant may not raise any objection to the technical evaluation. The Grievance Redressal Committee shall investigate and decide upon the complaint within ten (10) days of its receipt. A bidder or party not satisfied with the decision of the

Grievance Redressal Committee may file an appeal before the Public Procurement Regulatory Authority within thirty (30) days of communication of the decision, on deposit of the prescribed fee and in accordance with the procedure issued by the Authority, and the decision of the Authority shall be final.

ITB-38 Limitation on Negotiations. PSEB shall not negotiate the cost or the scope of the services with any bidder. Negotiation with the successful bidder at the time of contract finalization shall be confined to methodology, work plan, staffing and the special conditions of contract, in accordance with Rule 40 of the Public Procurement Rules, 2004.

B. Bidding Data Sheet (BDS)

The following data supplements, and shall take precedence over, the corresponding clause of the Instructions to Bidders. All bracketed entries are to be finalized and approved by the competent authority prior to advertisement.

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., subject to verification during takeover
ITB-4/13	Contract Period	Five (05) years (base). Extendable by up to two (02) further terms of three (03) years and two (02) years (max. ten (10) years total), subject to satisfactory KPI performance and mutual written agreement — see GCC-2.
ITB-4	Joint Ventures	1. Bidders may participate either as a single entity or as a Joint Venture (JV)/Consortium. The JV/Consortium may comprise firms having complementary experience and expertise relevant to the scope of services. 2. Scope of Expertise Considering the integrated nature of the required services, the JV/Consortium may include firms having relevant experience in one or more of the following areas: a. Integrated Building/Facilities Management and Operations; b. Janitorial and Cleaning Services; c. Security and Safety Services; d. Horticulture and Landscaping Services; e. Building Maintenance and MEP Operations; f. Facility Helpdesk and Customer/Occupant Services; g. Management and coordination of office/support facilities; and h. Management/coordination of ancillary facilities and services, including banks, restaurants/cafeterias, day-care facilities, gyms and other support amenities, where included in the scope of the RFP. 3. Lead Partner The JV/Consortium shall nominate one member as the Lead Partner. The Lead Partner shall have demonstrated experience in integrated facilities/building operations or comparable large-scale facility

ITB Clause	Reference	Data
		management services and shall be responsible for the overall management, coordination and delivery of the services. 4. Minimum Experience of Lead Partner The Lead Partner shall independently meet the minimum requirement for relevant experience in integrated facilities/building operations specified in the RFP. Experience of other JV/Consortium members shall not be used to satisfy this mandatory Lead Partner requirement. 5. Experience of Other Members The relevant experience and technical capability of other JV/Consortium members may be considered for the specific service areas assigned to them, including janitorial, security, horticulture, MEP/building maintenance and other specialized services, subject to the evaluation criteria specified in the RFP. 6. Financial Capacity The financial capacity of the JV/Consortium members may be aggregated for meeting the minimum financial qualification requirements, subject to the requirements and minimum contribution, if any, specified in the RFP. 7. Joint and Several Liability All members of the JV/Consortium shall be jointly and severally liable to PSEB for the due performance of the contract and fulfilment of all contractual obligations. 8. JV/Consortium Agreement The JV/Consortium shall submit a duly executed JV/Consortium Agreement clearly identifying the Lead Partner and specifying the roles, responsibilities, scope of work and contribution of each member. The Agreement shall authorize the Lead Partner to represent the JV/Consortium in all matters relating to the procurement and contract. 9. Allocation of Responsibilities The JV/Consortium shall clearly identify which member shall be responsible for each major service component. The allocation of responsibilities shall be consistent with the experience and technical capability demonstrated by the respective member. 10. Single Bid Participation A firm shall not participate in more than one bid for this procurement, whether independently or as a member of another JV/Consortium. 11. Change in Composition No change in the composition of the JV/Consortium or substitution of any member shall be permitted after submission of the bid, except with the prior written approval of PSEB and in accordance with the applicable PPRA Rules and provisions of the RFP. 12. Registration and Statutory Compliance Each member of the JV/Consortium shall fulfil all applicable registration, tax, statutory and other eligibility requirements specified in the RFP, where applicable. 13. Ancillary Facilities / Rented Premises Where the scope includes the provision, management or coordination of ancillary facilities such as office space, banks, restaurants/cafeterias, day-

ITB Clause	Reference	Data
		care facilities, gyms or other amenities on rent, the successful bidder shall be responsible only for the functions expressly specified in the Scope of Work, including coordination, facility management, monitoring, maintenance and service-level compliance, as applicable. Any lease, rental, licensing or commercial arrangement shall be subject to the terms and conditions separately specified by PSEB. 14. Evaluation The JV/Consortium shall be evaluated strictly in accordance with the qualification and evaluation criteria specified in the RFP. Experience, financial capacity and technical capability shall be considered only in accordance with the methodology expressly stated in the RFP. 15. Overall Responsibility The Lead Partner shall remain responsible for overall coordination and integration of all service components and shall ensure that all services are delivered in accordance with the Service Level Agreement (SLA), KPIs, performance standards and other contractual requirements.
ITB-8	Pre-Bid Meeting	10th September, 2026, 03:00PM Zoom Meeting Link: https://zoom.us/j/98833691483?pwd=uelWWYUPQrfckt9H2mCRTlhBS88Xjl.1
ITB-13/19	Bid Submission	Bidders shall submit sealed physical/hard-copy Technical and Financial Proposals in separate envelopes clearly mentioned Technical Proposal and Financial Proposal directly to the PSEB office address specified in the IFB/BDS, on or before the submission deadline 5 th October, 2026 03:00PM.
ITB-16	Bid Security	PKR 3,600,000, in the form of an irrevocable, on-demand bank guarantee, pay order or demand draft from a scheduled bank, in favor of Pakistan Software Export Board 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-18	Number of Copies	One (1) original and two(02) copies (Technical Proposal) One (1) original (Financial Proposal)
ITB-20	Deadline for Submission	5 th October, 2026, 03:00PM
ITB-23	Technical Opening	5 th October, 2026, 03:30PM
ITB-27	Minimum Technical Qualifying Score	70 marks out of 100
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 (Part VI 16), applied uniformly to Total Gross Facility Revenue. The Minimum Guaranteed Payment is fixed by PSEB, stated below, and is not scored.
ITB-34	Time for Signing Contract	Thirty (30) days from Notification of Award, extendable further days at PSEB's discretion for justified cause

ITB Clause	Reference	Data
ITB-35	Performance Security	5% of the total financial commitment to PSEB over the Contract term ($5\% \times [\text{Minimum Guaranteed Payment} \times \text{Contract years}]$), as an irrevocable, on-demand 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, and shall be extended to cover any extension of the Contract term granted under GCC-2. The Performance Security shall not exceed ten per cent of the contract amount, in accordance with Rule 39 of the Public Procurement Rules, 2004.

PART III — ELIGIBILITY AND QUALIFICATION REQUIREMENTS

3. Mandatory Eligibility

To be eligible for evaluation, a bidder must satisfy each of the following mandatory eligibility requirements. Failure to meet any mandatory requirement shall render the bid non-responsive:

- Legally registered/incorporated entity eligible to undertake the services in Pakistan.
- Valid National Tax Number (NTN) and applicable Sales Tax registration.
- Active Taxpayer List (ATL) status where applicable.
- Affidavit on Rs. 100 stamp paper confirming the firm is not, as at the date of the bid, blacklisted or debarred by the Authority or by any procuring agency under Rule 19 of the Public Procurement Rules, 2004, and disclosing any pending litigation or arbitration between the firm and any Government or public-sector entity.
- Submission of required beneficial ownership information and declarations.

4. Minimum Technical/Commercial Qualification

In addition to the mandatory eligibility requirements above, a bidder must meet the following minimum qualification standards, to be substantiated with documentary evidence in the format prescribed at Part XI. These thresholds are mandatory and shall be applied as stated. The corresponding figures, where left to the Bidding Data Sheet, shall be inserted before this Bidding Document is issued:

Requirement	Minimum Proposed Standard
General relevant experience	Minimum 10 years in facility management, property management, building operation, integrated FM or comparable services.
Similar assignments	At least 3 completed/ongoing comparable assignments during the last 10 years.
Scale experience	At least 1 assignment involving a facility of approximately 300,000 sq. ft. or more.
Financial capacity	Average annual turnover meeting the threshold stated in the Bidding Data Sheet, recommended initially at not less than 50% of estimated annual contract obligations.
Technical capacity	Demonstrated capability in MEP, HVAC, electrical, fire/life safety, elevators, BMS/ELV, security, cleaning, parking and commercial/tenant management.
Key personnel	Qualified facility, engineering, HSE, commercial, finance and operations personnel as specified in the staffing schedule.

PART IV — TERMS OF REFERENCE / SCOPE OF SERVICES

5. General Scope

The Operator shall act as the single-point integrated operator of the IT Park and shall provide all manpower, management, technical expertise, tools, equipment, consumables, systems and resources necessary to keep the facility safe, clean, functional, reliable and commercially viable, for the entire Contract period. The Operator shall be the sole and exclusive operator of the facility for the Contract term, exercising full day-to-day operational and commercial control, subject only to PSEB's policy, strategic, approval, audit and oversight rights under GCC-8 and the Responsibility Matrix at Part IX; PSEB shall not itself perform, nor engage any other party to perform, any service within the Operator's scope during the Contract term, save as expressly provided under GCC-13 (Step-In Rights).

6. Area Distribution

The indicative area distribution of the facility is set out below, subject to verification during the mobilization/takeover process (see Part IX):

S. No.	Category	Area (sq. ft.)
1	Office Space	240,000
2	Services – conference/class rooms, industry academia linkage, auditorium, business/data/management/security/day-care/fire control facilities	27,085
3	Commercial Area – food court, café, retail shops, bank, gym	30,080
4	Business/Management/Security/Day Care/Fire Control & Command Room	5,000
5	Common Area – lobby, corridors, elevator halls etc.	184,825
6	Parking – B1 & B2	196,650
7	Equipment Area – emergency/generator/fire gas/fire pump rooms etc.	29,080
8	Other Facilities – mosque, visitor centre, guard post, IESCO panel room, tube well	7,549

TOTAL: 720,269 sq. ft.

7. Detailed Service Categories

The scope of services to be provided by the Operator includes, without limitation, the following:

- Complete facility management and building operation.
- Operation and preventive/corrective maintenance of electrical systems, HT/LT, transformers, panels, generators, UPS and lighting.
- Operation and maintenance of HVAC, chillers, AHUs, FCUs, cooling towers, pumps, ventilation and mechanical systems.
- Plumbing, water supply, drainage, sewage, pumps, tanks and associated systems.

- Fire alarm, firefighting, fire pumps, hydrants, sprinklers, extinguishers, emergency systems and fire control room.
- Elevator/lift operation, maintenance, testing, emergency rescue and statutory compliance.
- BMS, CCTV, access control, public address, ELV and visitor management systems.
- Cleaning, housekeeping, waste management, pest control and landscaping.
- 24/7 security, access control, surveillance and emergency response.
- Parking management, access, allocation, security, fee collection and digital parking controls.
- Office-space and tenant management, leasing/licensing support, billing, utility recovery and customer service.
- Commercial-area management covering food court, cafés, retail, bank, gym and other approved uses.
- Utility management, metering, consumption monitoring, billing and recovery.
- Asset register, CAFM/CMMS, work orders, maintenance history and lifecycle planning.
- Energy management, efficiency measures and consumption benchmarking.
- Marketing, occupancy development and commercialization within PSEB-approved policies.
- Revenue collection, reconciliation, reporting and audit support.
- HSE, emergency preparedness, drills, incident reporting and statutory compliance.
- Monthly, quarterly and annual management reporting to PSEB.
- Exit management and final handover at contract expiry/termination.

8. Asset Ownership

All land, buildings, installed equipment, machinery, infrastructure, fixtures and other assets shall remain the property of PSEB/Government or the lawful asset-owning entity. The Operator shall have only the contractual right to operate and manage the facility and shall not create any ownership, lien, charge, mortgage, encumbrance or permanent tenancy interest over any asset.

9. Mobilization and Takeover

A mobilization period of 60–90 days is recommended. During mobilization, the Operator shall inspect and verify assets, review drawings/O&M manuals, recruit staff, establish the control room and CAFM system, prepare preventive maintenance plans, establish security and revenue systems, and jointly prepare an Asset Takeover Report with PSEB (see Part IX for detailed requirements).

10. Maintenance Obligations

The Operator shall prepare and implement preventive maintenance schedules for all systems and provide 24/7 corrective maintenance. Indicative response times are: critical emergency – 15 minutes; major breakdown – 30 minutes; normal breakdown – 2 hours; routine complaint – 4 hours. Final response times shall be incorporated into the Service Level Agreement at Part VII.

11. Staffing

The Operator shall provide sufficient qualified personnel for continuous operation. The proposed organizational structure may include a General/Facility Manager, Operations Manager, Commercial Manager, Finance Manager, HSE Manager, Electrical/Mechanical Engineers, HVAC/electrical/mechanical technicians, plumbers, BMS/ELV staff, security personnel, cleaning staff, landscaping staff, parking staff, customer service staff and administrative staff, as detailed in the bidder's Proposed Organization and Staffing Form (Part XI).

12. Revenue and Commercial Management

The Operator shall manage approved revenue streams including office rentals/licensing, commercial rentals, parking, conferences/events, advertising, common services and utility recovery. All revenue shall be electronically recorded, receipted, deposited/reconciled through approved banking arrangements, and reported to PSEB in accordance with Part X.

PART V — TECHNICAL EVALUATION CRITERIA

Technical Proposals shall be evaluated by a Technical Evaluation Committee constituted by PSEB, strictly against the criteria and weightage disclosed below, without introduction of any undisclosed criterion, in accordance with Rules 29 and 30(1) of the Public Procurement Rules, 2004. The minimum technical qualifying score is 70 marks out of 100. Only bidders meeting or exceeding this score shall proceed to financial evaluation.

Bidders may participate either as a single entity or as a Joint Venture (JV)/Consortium. The JV/Consortium may comprise firms having complementary experience and expertise relevant to the scope of services.

Sr.	Evaluation Criterion	Detailed Evaluation / Scoring Method	Required Documentary Evidence	Marks
1	Relevant Experience and Complementary Expertise	Note: For the Single entity all required should be met independently for scoring • 5 years = 4 marks • More than 5 up to 10 years = 6 marks • More than 10 years = 10 marks or A. Lead Partner Experience – 5 Marks Relevant experience in Facility Management, Integrated FM, Building Operations, O&M, Property Management or comparable large-scale facility management services. • 5 years = 2 marks • More than 5 up to 10 years = 3 marks • More than 10 years = 5 marks B. Other JV/Consortium Members – 5 Marks Relevant experience and specialized expertise may include MEP, HVAC, electrical/mechanical systems, fire and life safety, security, cleaning, horticulture, property/tenant management, commercialization, parking, CAFM/CMMS, HSE and other relevant services. • Limited but relevant complementary expertise – 2 marks • Good range covering multiple major service areas – 3 marks • Strong and comprehensive expertise	Single entity: List of relevant assignments, contracts/work orders and completion/client performance certificates clearly showing scope and duration. Lead Partner: list of relevant assignments, contracts/work orders and completion/client performance certificates clearly showing scope and duration. Other Members: Documentary evidence of relevant specialized experience, including contracts/work orders, completion/client certificates, service agreements or other verifiable evidence establishing the scope of expertise and responsibility. JV Responsibility Matrix identifying the relevant role of each member.	10

		covering major specialized service areas – 5 marks		
2	Similar Large-Scale FM/O&M Experience	Note: For the Single entity all required should be met independently for scoring Minimum 3 completed/ongoing similar assignments during the last 10 years. • 2.5 marks for each qualifying assignment, up to 10 marks. Assignments should involve integrated operation, maintenance or management of commercial buildings, office complexes, institutional buildings, business parks, IT parks, universities, hospitals, hotels or comparable facilities.	For each claimed assignment: • Copy of contract/agreement or work order; • Completion certificate or satisfactory performance certificate for completed assignments; or current client certificate/contract evidence for ongoing assignments; • Documentary evidence clearly identifying client, location, scope of services, commencement/completion period and bidder's responsibility. For JV/Consortium, identify the member that performed the assignment.	10
3	Annual Turnover	Note: The financial capacity of JV/Consortium members may be aggregated for meeting the annual turnover score Audited financial statements for at least 3-financial years out of the last 4-completed financial years • PKR 500 Million & above: 10 Marks • PKR 301 Million – 499 million: 7 Marks • PKR 50 Million – 300 million: 5 Marks Under PKR 50 Million: Zero Marks	Audited financial statements for at least 3-financial years out of the last 4-completed financial years	10
3	Commercial / Real Estate / IT / Business Park Operation Experience	Demonstrated experience in: • Commercial/office space leasing or property management – 3 marks • IT/technology/business park experience – 3 marks • Commercial revenue/tenant management – 2 marks • Parking/commercial facility management – 2 marks	Relevant contracts, lease/property management agreements, client certificates, work orders, completion/performance certificates or other verifiable documents demonstrating the claimed commercial, property, IT park, tenant, revenue or parking management experience. For JV/Consortium, the member	10

			responsible for the relevant activity shall be identified.	
4	Understanding of IT Park Requirements	Assessment of the Technical Proposal: • Facility and operational requirements – 3 marks • MEP/critical infrastructure – 2 marks • Tenant/user requirements – 2 marks • Commercial/revenue requirements – 2 marks • Operational risks and mitigation – 1 mark	Technical Proposal / Understanding of Assignment containing: • Assignment-specific understanding; • operational requirements; • critical infrastructure considerations; • tenant/user requirements; • commercial requirements; and • identified risks with mitigation measures. Generic or copied material without assignment-specific analysis shall receive marks only to the extent it demonstrates actual understanding.	10
5	Technical Methodology and Operational Plan	• Overall FM/O&M methodology – 3 marks • Preventive/corrective maintenance strategy – 3 marks • 24/7 operation and emergency response – 2 marks • Quality assurance/KPI monitoring – 2 marks • Complaint/work-order management – 2 marks • Business continuity/disaster/emergency management – 3 marks	Detailed Technical Methodology / Operational Plan, including: • integrated FM/O&M methodology; • preventive and corrective maintenance plans; • 24/7 operational arrangements; • emergency response procedures; • QA/QC and KPI framework; • complaint/work-order process; and • business continuity and disaster management plan.	15
6	Management and Staffing Plan	• Proposed management structure – 2 marks • Facility/Operations Manager and senior management – 2 marks • Engineering/technical manpower – 2 marks • Commercial/finance/tenant management staff – 2 marks • HSE/security/housekeeping management – 1 mark • Staffing deployment and shift plan – 1 mark	• Proposed organization chart; • manpower deployment plan; • CVs of proposed key personnel; • educational/professional qualification certificates; • experience certificates/reference letters; • job descriptions and responsibilities; and • shift/deployment plan. For JV/Consortium, identify the member providing each key person.	10

7	Engineering / MEP Maintenance Capability	• Electrical/HT/LT/generator/UPS systems – 1 mark • HVAC/chillers/AHUs/FCUs – 1 mark • Firefighting/fire alarm/life safety – 1 mark • Elevators/mechanical systems – 1 mark • BMS/ELV/plumbing/water systems – 1 mark	Relevant contracts/work orders, completion/performance certificates, technical staff CVs, professional qualifications/certifications, equipment/system maintenance records or other verifiable evidence demonstrating capability in the relevant MEP/system area. For JV/Consortium, the member providing the relevant expertise shall be identified.	5
8	Commercialization and Occupancy Plan	• Office occupancy/tenant acquisition strategy – 2 marks • Commercial-area leasing strategy – 1 mark • Marketing/business development – 1 mark • Revenue enhancement strategy – 1 mark	Assignment-specific Commercialization and Occupancy Plan, including proposed tenant acquisition, leasing, marketing, business development and revenue enhancement strategies. Supporting evidence of previous relevant commercialization/property/tenant-management experience may also be submitted.	5
9	Digital CAFM / CMMS Management System	• CAFM/CMMS/work-order management – 2 marks • Asset management/preventive maintenance tracking – 1 mark • Dashboard/KPI/management reporting – 1 mark • Digital complaint/tenant/revenue monitoring – 1 mark	• Description of proposed CAFM/CMMS solution; • system architecture/features; • sample screenshots/demo access, where available; • evidence of previous deployment, if claimed; • sample dashboards/reports; and • implementation and integration plan.	5
10	HSE / Security / Emergency Management	• HSE management system – 1 mark • Security/access-control methodology – 1 mark • Fire/life safety and evacuation – 1 mark • Emergency response and drills – 1 mark • Incident reporting/risk management – 1 mark	• HSE Plan; • Security Plan; • Emergency Response Plan; • Fire/Life Safety and Evacuation Plan; • risk assessment/matrix; • incident reporting procedure; and • relevant HSE/security certifications or previous experience evidence, where applicable.	5

11	Mobilization and Takeover Plan	• Mobilization methodology/timeline – 1 mark • Asset verification/takeover – 1 mark • Recruitment/deployment of staff – 1 mark • FM control room/CAFM establishment – 1 mark • Transition/business continuity plan – 1 mark	Detailed Mobilization and Takeover Plan, including: • mobilization schedule; • takeover and asset verification methodology; • recruitment/deployment schedule; • establishment of FM control room; • CAFM implementation; • transition arrangements; and • business continuity measures during takeover.	5
	TOTAL			100

13. Methodology and Work Plan — 15 Marks (Detailed Breakdown)

The 15 marks allocated to “Technical methodology and operational plan” (Sr. 5 above) shall be assessed with reference to the bidder's demonstrated approach to the following sub-elements:

- Understanding of the assignment and facility complexity
- Integrated FM operating methodology
- MEP preventive/corrective maintenance strategy
- Emergency and business-continuity arrangements
- Tenant and commercial management methodology
- Revenue management and internal controls
- Quality assurance and KPI monitoring

PART VI — FINANCIAL AND COMMERCIAL PROPOSAL

14. Recommended Commercial Model

For a fully outsourced and revenue-generating IT Park, PSEB should consider a Minimum Guaranteed Payment (MGP) plus Revenue Sharing model, whereby the Operator commits to a minimum annual payment to PSEB irrespective of occupancy/revenue performance, together with a percentage share of gross revenue above defined thresholds. The final model must be approved by the competent authority and clearly stated in the RFP prior to advertisement. The MGP is fixed by PSEB (not a bid variable): PSEB has developed IT Park Islamabad through PSDP financing with associated loan financing (Korea EXIM Bank EDCF), and intends the facility's revenue to support the Government's repayment obligations on that financing. The MGP shall accordingly be set by PSEB, stated in the BDS, and payable by every awarded Operator as a mandatory contractual condition — it is not quoted or scored as part of the bid. PSEB shall not pay any amount to the Operator. The Revenue Share Percentage(s) quoted by the bidder are the sole competitively bid financial variable and the sole basis of financial evaluation (see 16).

15. Format of the Financial Proposal

Bidders shall submit their Financial Proposal strictly in the format of the Financial Proposal Form at Part XI, quoting each component below. No conditional, alternative or qualified financial proposals shall be considered, unless expressly permitted in the BDS.

Item	Financial Component	Bidder's Offer USD
A	Minimum Guaranteed Payment to PSEB (PSEB-fixed — see BDS; not a bid item)	USD 2.6 Million per annum (USD 1.3 Million x 2 Biannual Installments)
B	Revenue Share Percentage payable to PSEB (single percentage, applied uniformly to Total Gross Facility Revenue across all streams — see BDS/Annexure E)	_____ %

16. Financial Evaluation Methodology

Since the Minimum Guaranteed Payment is fixed by PSEB and identical for every bidder (14), it is not a scored variable, and no NPV/discount-rate calculation is required. Financial Proposals of technically qualified bidders shall instead be evaluated and ranked solely on the single Revenue Share Percentage offered (Financial Proposal Form, Item B): the bidder offering the highest percentage, applied uniformly to Total Gross Facility Revenue, shall be ranked highest. No formula, weighting or summation is required.

PSEB's Indicative Revenue Projection by Stream (Annexure E) is published for reference — so bidders can benchmark their own occupancy/rate assumptions in the Business Plan (Part X 23) — and as the basis for the revenue-share floor at 24-A. It is not multiplied against the bid in a scoring formula, since bidders now quote a single percentage rather than one percentage per stream.

The technically qualified, substantially responsive bidder offering the highest Revenue Share Percentage shall be recommended for award.

PART VII — KEY PERFORMANCE INDICATORS (KPIs) AND SERVICE LEVEL AGREEMENT

PSEB shall include a detailed KPI deduction/service-credit matrix in the final Contract. Persistent or material failures against the KPIs below may constitute contractual default, entitling PSEB to service-fee deductions, escalation, or, in the case of repeated/severe failure, termination for cause under Part VIII.

17. Indicative KPI Targets

KPI	Indicative Target
Critical system availability	≥ 99%
Preventive maintenance compliance	≥ 95%
Critical complaint response	≤ 15 minutes
Major complaint response	≤ 30 minutes
Routine complaint response	≤ 2 hours
Elevator availability	≥ 98%
Fire/life safety systems	100% operational
Cleaning compliance	≥ 95%
Security compliance	≥ 98%
Monthly reporting	100%
Asset register accuracy	≥ 98%

18. Performance Deduction / Service-Credit Framework (Illustrative)

The following framework is recommended for detailed development and inclusion in the Special Conditions of Contract:

- Each KPI shall be measured and reported monthly against its target, and consolidated into a Monthly Performance Score (0–100).
- A Monthly Performance Score of 95–100% shall attract no deduction.
- A score of 85–94% shall attract a deduction of 1–3% of the Minimum Guaranteed Payment attributable to that month, recoverable by set-off against any sum due to the Operator and, failing that, from the Performance Security.
- A score of 70–84% shall attract a deduction of 4–8% of the Minimum Guaranteed Payment attributable to that month, recoverable in the same manner, and a formal written notice to the Operator.
- A score below 70% for any single month, or below 85% for three (3) consecutive months, shall constitute a material performance failure, entitling PSEB to invoke escalation, step-in rights (Part VIII), and/or the termination provisions of the Contract.

- Failure of fire/life-safety or critical security systems shall be treated as a critical incident regardless of aggregate score, with mandatory incident reporting to PSEB within 2 hours and root-cause/corrective-action report within 48 hours.

PART VIII — GENERAL AND SPECIAL CONDITIONS OF CONTRACT

This Part sets out the General Conditions of Contract (GCC) applicable to the assignment. A corresponding Special Conditions of Contract (SCC), amplifying, amending or supplementing specific GCC clauses with figures, timelines and thresholds specific to this assignment, shall be finalized by PSEB prior to advertisement and annexed to the Contract Agreement at Part XII.

General Conditions of Contract (GCC)

GCC-1 Definitions and Interpretation. Terms used in the Contract shall have the meanings assigned in the Contract Agreement (Part XII) and this Bidding Document. Headings are for convenience only and shall not affect interpretation.

GCC-2 Scope and Term. The Operator shall perform the services described in Part IV for a period of five (05) years from the Commencement Date, extendable at PSEB's option by up to two (02) further terms of three (03) years and two (02) years respectively (an aggregate maximum of ten (10) years), subject in each case to satisfactory performance. The extension options form part of the scope competitively bid under this Bidding Document, and their exercise shall not constitute a repeat order or an enhancement of contract within the meaning of Rule 2(1)(j) of the Public Procurement Rules, 2004. Each extension shall require: (a) satisfactory performance against the Part VII KPI/SLA framework over the preceding term; (b) the Operator's continued eligibility and financial standing; (c) mutual written agreement recorded by way of a Contract addendum; and (d) compliance with applicable PPRA Rules governing variation/extension of contracts.

GCC-3 Standard of Performance. The Operator shall perform its obligations with the diligence, efficiency and professional skill consistent with recognized facility-management industry practices and standards, and in accordance with the KPIs/SLA at Part VII.

GCC-4 Performance Security and Bid Security. Performance security and bid security shall be furnished as stated in the Bidding Data Sheet and applicable PPRA requirements. The Performance Security shall be released upon satisfactory completion of the Operator's obligations, subject to the terms of the Contract.

GCC-5 Insurance. The Operator shall obtain and maintain, at its own cost, insurance including public liability, employer's/workers' compensation coverage, equipment/third-party liability insurance and such other statutory insurance as applicable, with limits and insurers to be approved by PSEB.

GCC-6 Subcontracting. The Operator remains fully responsible for the performance of any approved subcontractors as if such performance were carried out by the Operator itself. Subcontracting of specialized services requires PSEB's prior written approval where stipulated in the Contract.

GCC-7 Audit and Inspection Rights. PSEB shall have the right, at all reasonable times and upon reasonable notice, to audit and inspect the Operator's operations, assets, tenant records, revenue records and books of account relevant to the Contract.

GCC-8 PSEB's Oversight and Approval Rights. PSEB shall retain policy, strategic, approval, audit and oversight rights over the facility, as further detailed in the Responsibility Matrix at Part IX, notwithstanding the Operator's day-to-day operational responsibility.

GCC-9 Compliance with Laws. The Operator shall comply with all applicable laws, tax requirements, labour laws, safety requirements, environmental requirements and lawful instructions issued by PSEB or Government authorities.

GCC-10 Reporting. The Operator shall submit monthly, quarterly and annual management, financial and performance reports to PSEB, in the format and within the timelines to be prescribed in the Contract.

GCC-11 Revenue Management and Reconciliation. The Operator shall record, receipt, deposit and reconcile all revenue through banking arrangements approved by PSEB, and shall submit periodic revenue reconciliation statements, subject to audit under GCC-7.

GCC-12 Force Majeure. Neither party shall be liable for failure to perform its obligations to the extent such failure results from a Force Majeure event, as defined in the Contract, provided the affected party gives prompt notice and takes reasonable steps to mitigate the effect.

GCC-13 Step-In Rights. PSEB shall have step-in rights to assume or arrange for temporary operation of critical systems or functions in the event of a failure by the Operator that poses a material risk to public safety, security or continuity of operations, without prejudice to PSEB's other rights and remedies under the Contract.

GCC-14 Default and Termination. PSEB may terminate the Contract, in whole or in part, for cause on grounds including material breach, persistent KPI failure (as defined in Part VII), fraud, corruption, insolvency, abandonment of the facility, or serious safety or security failures, subject to any cure period specified in the Special Conditions of Contract. PSEB may also terminate for convenience on the notice period specified in the Special Conditions of Contract.

GCC-15 Consequences of Termination / Exit Management. Upon expiry or termination of the Contract, the Operator shall cooperate fully in an orderly exit and handover in accordance with Part IX, including transfer of all assets, records, manuals, drawings, maintenance history, warranties, tenant records and digital systems to PSEB or its nominated successor operator.

GCC-16 Liquidated Damages / Service Deductions. Service deductions for KPI shortfalls shall be applied in accordance with Part VII. Liquidated damages, if any, for delay in mobilization or other specified milestones shall be as set out in the Special Conditions of Contract. The Parties acknowledge that the service deductions and liquidated damages provided for under this Contract represent a genuine pre-estimate of the loss which PSEB would suffer on the occurrence of the relevant event and are not a penalty; and PSEB may recover the same by set-off against any sum due to the Operator and, failing that, from the Performance Security.

GCC-17 Dispute Resolution. The parties shall use reasonable efforts to resolve any dispute amicably. Failing amicable resolution within 30 days, the dispute shall be referred to arbitration under the Arbitration Act, 1940, or any statute enacted in substitution thereof, before two arbitrators, one to be appointed by each Party, and an umpire to be appointed by the two arbitrators through mutual agreement before entering on the reference. The seat of arbitration at Islamabad, Pakistan, the language of the arbitration shall be English, and the award shall be final and binding on the Parties.

GCC-18 Governing Law. The Contract shall be governed by and construed in accordance with the laws of the Islamic Republic of Pakistan.

GCC-19 Notices. All notices under the Contract shall be in writing and delivered to the addresses specified in the Contract Agreement, and shall be deemed received in accordance with the notice provisions therein.

GCC-20 Amendment. The Contract may be amended only by written agreement signed by authorized representatives of both parties, and in accordance with applicable PPRA Rules governing variation of contracts.

Special Conditions of Contract (SCC)

The SCC shall specify, at minimum, the following assignment-specific figures and mechanisms, to be approved by the competent authority before advertisement:

- Exact amount and form of Bid Security and Performance Security.
- Detailed KPI deduction/service-credit matrix and caps, as outlined in Part VII.
- Cure periods for each ground of termination for cause.
- Notice period for termination for convenience, if permitted.
- Insurance types, minimum sum insured and approved insurers/reinsurers.
- Dispute resolution mechanism (arbitration rules, number of arbitrators, seat and language of arbitration).
- Escalation/adjustment mechanism, if any, for the Operator's fixed operating fee over the Contract term.
- Any sector-specific regulatory requirements applicable to IT Park Islamabad.

PART IX — ASSET TAKEOVER, MOBILIZATION AND HANDOVER REQUIREMENTS

19. Mobilization

A mobilization period of 60–90 days from the Commencement Date is recommended. During mobilization, the Operator shall, at minimum:

- Inspect and verify all assets, systems and equipment against the Asset Register (Annexure B).
- Review all available drawings, O&M manuals and warranty documentation (Annexure C).
- Recruit, train and deploy the staffing complement proposed in its Technical Proposal.
- Establish the central control room, CAFM/CMMS system and helpdesk.
- Prepare and submit preventive maintenance plans for all major systems.
- Establish security, access-control and revenue-collection systems and protocols.
- Jointly prepare, with PSEB, an Asset Takeover Report recording the condition, quantity and functionality of all assets handed over.

20. Asset Takeover

Formal takeover shall occur upon joint signing of the Asset Takeover Report (Form — Part XI) by PSEB and the Operator, which shall constitute the baseline record against which the Operator's maintenance and exit obligations shall be assessed throughout the Contract and at exit.

21. Responsibility Matrix

The following matrix summarizes the allocation of principal responsibilities between PSEB and the Operator. It is illustrative and shall be elaborated in full detail in the Special Conditions of Contract:

Function	PSEB	Operator
Ownership	PSEB	
Policy/strategic control	PSEB	
Building operation		Operator
MEP operation and maintenance		Operator
Cleaning/housekeeping		Operator
Security		Operator
Parking management	Oversight	Operator
Office leasing/tenant management	Approval/Oversight	Operator
Commercial area management	Approval/Oversight	Operator

Function	PSEB	Operator
Revenue collection	Audit/Oversight	Operator
Utility management	Oversight	Operator
Asset register	Audit	Operator
Routine maintenance/replacement		Operator
Major capital replacement	As defined in Contract	As defined in Contract
KPI monitoring	PSEB	Operator reporting
Final handover	PSEB	Operator

22. Exit Management and Final Handover

Not later than [180] days prior to expiry of the Contract (or immediately upon notice of termination), the Operator shall prepare and submit an Exit/Handover Plan (Part XI) for PSEB's approval. Upon expiry or termination, the Operator shall hand over to PSEB or its nominated successor operator:

- All assets in good working condition, fair wear and tear excepted, matched against the original Asset Takeover Report.
- All records, manuals, drawings, as-built documentation and maintenance history.
- All valid warranties and guarantees relating to equipment and systems.
- All tenant records, lease/licence agreements and outstanding-dues status.
- All digital systems, CAFM/CMMS data, access-control credentials and passwords.
- A final reconciliation of revenue collected, deposited and payable to PSEB.

A joint Final Handover Report shall be signed by PSEB and the Operator, which shall be a condition precedent to release of any final payment and residual Performance Security.

PART X — FINANCIAL MODEL AND REVENUE SHARING FRAMEWORK

23. Business Plan Requirement

Each bidder shall submit, as part of its Technical Proposal, a five-year Business and Operating Plan (Part XI Form) containing, at minimum:

- Occupancy assumptions for office and commercial space over the Contract term.
- Office leasing strategy and projected leasing/licensing revenue.
- Commercial leasing strategy and projected commercial revenue.
- Consolidated revenue forecast by revenue stream.
- Staffing plan and associated cost projections.
- Operation & maintenance (O&M) expenditure projections.
- Utility consumption and cost assumptions.
- Marketing and tenant-acquisition strategy.
- Parking and event-revenue projections.
- Profitability and cash-flow projections.
- Projected payments to PSEB (Minimum Guaranteed Payment and revenue share) over the Contract term.

Material commitments made in the Business and Operating Plan and accepted by PSEB during evaluation may, at PSEB's discretion, be incorporated as binding obligations in the Contract.

24. Revenue Sharing Framework

The final financial model must clearly distinguish, at minimum:

- Operator's own operating costs (borne from the fixed operating fee/retained revenue, as applicable).
- PSEB's costs (if any, e.g., major capital replacement as defined in the Contract).
- Tenant-recoverable utility and service charges.
- Major capital replacement obligations and the mechanism for funding/approving them.
- The Minimum Guaranteed Payment (fixed by PSEB, payable irrespective of performance, subject to Force Majeure) and the Revenue Share (variable, calculated as a percentage of defined gross revenue streams) payable to PSEB, and the periodicity and audit mechanism for their payment and reconciliation. The MGP is set by PSEB, not bid by the Operator, and is benchmarked to PSEB's/the Government's debt-service obligation on the financing (PSDP plus Korea EXIM Bank EDCF loan) associated with developing IT Park Islamabad; PSEB shall not pay any amount to the Operator.

PART XI — REQUIRED BID FORMS AND ANNEXURES

Bidders shall complete and submit all applicable forms listed below, in the Technical Proposal (Envelope-I) or Financial Proposal (Envelope-II) as indicated in ITB Clause 13. Templates for the principal forms follow; PSEB's procurement function shall finalize the remaining forms in the National Standard Procurement Document format prior to advertisement.

25. Index of Forms and Schedules

14. Bid Submission Form
15. Bid Security Form
16. Bidder Information Form
17. Eligibility Declaration
18. Non-Blacklisting Declaration
19. Conflict of Interest Declaration
20. Beneficial Ownership Declaration
21. Power of Attorney
22. Similar Experience Form
23. Client Performance/Completion Certificate Form
24. Financial Capacity Form
25. Audited Financial Statements (to be attached)
26. Proposed Organization and Staffing Form
27. Key Personnel CVs
28. Technical Methodology
29. Mobilization Plan
30. Business and Commercialization Plan
31. Financial Proposal Form
32. Revenue Sharing Proposal
33. Minimum Guaranteed Payment Proposal
34. Declaration of Price Validity
35. Performance Security Form
36. Draft Contract Agreement (Part XII)
37. Asset Takeover Form
38. KPI/SLA Acceptance Form
39. Exit/Handover Plan

26. Form Templates (Illustrative)

Form 1 — Bid Submission Form

To: Pakistan Software Export Board (PSEB)
Having examined the Bidding Document No. PSEB/ITPI-OM/[____]/2026, including all addenda thereto, we, the undersigned, offer to perform the services for the Outsourcing, Operation, Management, Maintenance and Commercialization of IT Park Islamabad in full conformity with the said Bidding Document.
We undertake, if our bid is accepted, to sign the Contract Agreement within the period specified in the Bidding Data Sheet and to furnish the Performance Security in accordance with the Bidding Document.
We agree to abide by this bid for the period of bid validity specified in the Bidding Data Sheet, and it shall remain binding upon us and may be accepted at any time before expiry of that period.
We understand that PSEB is not bound to accept the lowest or any bid it may receive.
Name of Bidder: _____ Authorized Signatory: _____
Designation: _____ Date: _____ CNIC/POA Ref: _____

Form 2 — Bid Security Form

Bank Guarantee / Pay Order / Demand Draft No.: _____
Issuing Bank / Branch: _____
Amount: PKR _____
In favour of: Pakistan Software Export Board (PSEB)
Valid until: _____ (not less than [__] days beyond the bid validity period)
[Attach original instrument in the form specified in the Bidding Data Sheet]

Form 3 — Bidder Information Form

Name of Firm/Company: _____
Registration/Incorporation No.: _____ Year: _____
NTN: _____ Sales Tax Registration No.: _____
Registered Address: _____
Contact Person: _____ Phone: _____ Email: _____
In case of Joint Venture, names and shareholding percentage of all partners: _____

Form 4 — Eligibility & Non-Blacklisting Declaration

We hereby declare that our firm is legally registered/incorporated, is not blacklisted or debarred by any Government authority or PPRA, holds valid NTN/Sales Tax registration and ATL status (where applicable), and meets all mandatory eligibility criteria set out in Part III of this Bidding Document.

Authorized Signatory: _____ Date: _____

Form 5 — Conflict of Interest & Beneficial Ownership Declaration

We declare that we have no conflict of interest in relation to this procurement, and that the following are the beneficial owners of our firm/company: _____

We further declare [no pending litigation / the following pending litigation] material to our capacity to perform this Contract: _____

Authorized Signatory: _____ Date: _____

Form 6 — Similar Experience Form

S.No. | Client Name | Assignment Description | Facility Area (sq. ft.) | Contract Value | Period | Reference Contact

1.

2.

3.

[Attach Client Performance/Completion Certificates for each entry]

Form 7 — Financial Proposal Form (Envelope-II)

Item	Financial Component	Bidder's Offer USD
A	Minimum Guaranteed Payment to PSEB (PSEB-fixed — see BDS; not a bid item)	USD 2.6 Million per annum (USD 1.3 Million x 2 Biannual Installments)
B	Revenue Share Percentage payable to PSEB (single percentage, applied uniformly to Total Gross Facility Revenue across all streams — see BDS/Annexure E)	_____ %

PART XII — DRAFT CONTRACT AGREEMENT

[To be finalized by PSEB's legal function; the following is an indicative structure consistent with the Bidding Document and PPRA's National Standard Procurement Documents.]

CONTRACT AGREEMENT

THIS CONTRACT AGREEMENT ("Contract") is made on this ____ day of _____, 20__, at Islamabad, Pakistan,
BETWEEN

Pakistan Software Export Board (Guarantee) Limited, a company limited by guarantee licensed under section 42 of the Companies Ordinance, 1984 and continuing under the Companies Act, 2017, having its registered office at [address] (hereinafter referred to as "PSEB", which expression shall, unless repugnant to the context, include its successors-in-interest and permitted assigns), of the ONE PART;

AND

[Name of Operator], a company incorporated under the laws of Pakistan, having its registered office at [address] (hereinafter referred to as the "Operator", which expression shall, unless repugnant to the context, include its successors-in-interest and permitted assigns), of the OTHER PART.

(PSEB and the Operator are hereinafter individually referred to as a "Party" and collectively as the "Parties".)

RECITALS

WHEREAS PSEB, being desirous of engaging an Operator for the complete Outsourcing, Operation, Management, Maintenance and Commercialization of IT Park Islamabad, invited bids through Bidding Document No. PSEB/ITPI-OM/[____]/2026, in accordance with the Public Procurement Rules, 2004;

AND WHEREAS the Operator submitted a bid in response thereto, which was evaluated and accepted by PSEB, being the successful bidder in accordance with the evaluation criteria set out in the Bidding Document;

NOW, THEREFORE, the Parties agree as follows:

1. Contract Documents

This Contract incorporates, by reference, the Bidding Document (Parts I–XI and Annexures), the Operator's Technical and Financial Proposals as accepted, and the Letter of Acceptance, all of which shall be read together and form an integral part of this Contract. In case of conflict, the order of precedence shall be: (a) this Contract Agreement and its Special Conditions; (b) the General Conditions of Contract; (c) the Bidding Document; and (d) the Operator's Proposals.

2. Term

This Contract shall commence on the Commencement Date specified in the Letter of Acceptance/Notice to Proceed and shall continue for a period of five (05) years, unless extended or terminated earlier in accordance with the terms hereof.

3. Scope of Services

The Operator shall perform the services described in Part IV of the Bidding Document (Terms of Reference/Scope of Services), in accordance with the KPIs/SLA at Part VII, and the General and Special Conditions of Contract at Part VIII.

4. Consideration

In consideration of the services rendered, the Operator shall be entitled to retain the operating fee and shall pay to PSEB: (a) the Minimum Guaranteed Payment, as fixed by PSEB in the Bidding Data Sheet; and (b) the Revenue Share, as quoted in the Operator's accepted Financial Proposal, each as set out in Part VI and Part X, payable in the manner and periodicity specified in the Special Conditions of Contract.

5. Performance Security

The Operator has furnished, contemporaneously with execution of this Contract, a Performance Security in the amount and form specified in the Bidding Data Sheet, which shall be held by PSEB in accordance with GCC-4.

6. Representations and Warranties

Each Party represents and warrants that it has full power and authority to enter into and perform this Contract, and that its execution and performance do not violate any law or agreement binding upon it.

7. Termination

This Contract may be terminated in accordance with GCC-14 (Default and Termination) and the Special Conditions of Contract, with consequences of termination as set out in GCC-15.

8. Dispute Resolution and Governing Law

This Contract shall be governed by the laws of Pakistan, and disputes shall be resolved in accordance with GCC-17 and GCC-18.

9. Notices

Notices under this Contract shall be sent to the addresses of the Parties set out above, or to such other address as either Party may notify in writing, and shall be deemed effective upon actual receipt.

10. Entire Agreement

This Contract, together with the documents incorporated by reference under Clause 1, constitutes the entire agreement between the Parties and supersedes all prior negotiations, representations or agreements, whether oral or written, relating to the subject matter hereof. Nothing in this clause shall operate to supersede or discharge the declarations, undertakings, affidavits, certificates and representations furnished by the Operator with its bid, each of which the Operator warrants to be true and correct as at the date of this Contract, shall be deemed repeated on each day of the Term, and the breach or falsity of which shall entitle PSEB to terminate this Contract forthwith under GCC-14 and to forfeit the Performance Security.

IN WITNESS WHEREOF, the Parties hereto have executed this Contract on the date first written above.

For and on behalf of PSEB

For and on behalf of the Operator

Name / Designation

Witness: _____

Name / Designation

Witness: _____

ANNEXURES

Annexure A — Area Statement

As detailed in Part IV, Section 6 (Area Distribution). Total facility area: approximately 720,269 sq. ft., subject to verification during Asset Takeover under Part IX.

S. No.	Category	Area (sq. ft.)
1	Office Space	240,000
2	Services – conference/class rooms, industry academia linkage, auditorium, business/data/management/security/day-care/fire control facilities	27,085
3	Commercial Area – food court, café, retail shops, bank, gym	30,080
4	Business/Management/Security/Day Care/Fire Control & Command Room	5,000
5	Common Area – lobby, corridors, elevator halls etc.	184,825
6	Parking – B1 & B2	196,650
7	Equipment Area – emergency/generator/fire gas/fire pump rooms etc.	29,080
8	Other Facilities – mosque, visitor centre, guard post, IESCO panel room, tube well	7,549

Annexure B — Asset Register

[To be compiled by PSEB/its consultants and attached prior to advertisement: full inventory of installed MEP, HVAC, fire/life-safety, elevator, BMS/ELV, security and other equipment, with make, model, capacity, installation date and warranty status.]

Annexure C — Existing Drawings and O&M Information

[To be attached: as-built architectural, structural, electrical, mechanical and plumbing drawings; equipment O&M manuals; existing warranty documentation; and any available utility-consumption history.]

Annexure D — Other Supporting Data

[To be attached, as available: existing tenant list/leasing status, any prior facility-condition assessment reports, and PSEB-approved policies referenced in Part IV, Section 7 (e.g., commercialization/marketing policy).]

Annexure E — PSEB's Indicative Revenue Projection by Stream

Figures are in USD as provided in the model.

Revenue Stream	Average Annual Revenue
Office	2,657,162
Commercial	277,893
Parking	130,799
Other (Auditorium, Conference Rooms, Classrooms, Business Centre, Incubation Centres, Industry-Academia Centre, Daycare, Guest House)	396,038
Data Center co-location (72 racks) & Internet Bandwidth Services	Not in this model
Total Gross Facility Revenue (excl. Data Center/Internet Bandwidth)	3,461,892

Category mapping (from the underlying line items in PSEB's financial model): Office is the Office space line. Commercial is Gym (Male + Female), Retail, Food Court/Restaurants and the 1st-Floor Café — consistent with the Commercial Area definition in Part IV 6. Parking is Basement Parking plus Ground Parking. Other is Auditorium, Conference Rooms 1–5, Classrooms 1–2, the Business Centre, Incubation Centres, the Industry-Academia Centre, the Daycare Centre and the Guest House. Maintenance/CAM charges shown separately in the source model are excluded throughout as tenant-recoverable cost pass-throughs rather than Operator revenue.