



TENDER DOCUMENT

Civil and New Flexible Flooring System for the Children's Play Area

Tender No: IC/PD/2025/26/TD-021-RE

Date of Issue: January 8, 2026

Bid Submission Deadline: 11:00 Hrs, January 23, 2026.

Bid Opening Date & Time: 11:30 Hrs, January 23, 2026.

Procurement Method: Open Competitive Bidding (National)

Bidding Procedure: Single-Stage Two-Envelope Procedure

Evaluation Method: Least Cost Selection (After Technical Pass)

ISLAMABAD CLUB

PART 1 – INVITATION FOR BIDS (IFB)

1.1 Islamabad Club invites sealed bids from eligible and qualified contractors registered with PPRA, and FBR for the **Civil and New Flexible Flooring System for the Children's Play Area**, including supply, installation, and placing of new flexible flooring for CPA, and all associated civil works complete as per site conditions, specifications, and Bill of Quantities.

1.2 Bidding documents may be downloaded from:

- Islamabad Club: <https://islamabadclub.org.pk/tenders>
- PPRA Website: <https://www.ppra.org.pk>
- EPADS Portal: <https://eprocure.gov.pk>

1.3 Submit Rs 5000/- as Tender fee in favor of IC (Faysal Bank, A/C # given below) attach bank receipt with technical offer. Offers will not be entertained without payment of processing fee.

1.4 Details for Submission & Opening of bids for tender are as under:

Description	Bank Account Details	Tender Fee	Tender Submission	Tender Opening
IC/PD/2025/26/T D-21-RE	Faysal Bank, A/C # PK81FAYS0001132031116145, NTN6470486-8	PKR 5,000	11:00 Hrs January 23, 2026	11:30 Hrs January 23, 2026

1.5 Pre-Bid Meeting: No pre-bid meeting will be held.

1.6 Site Visit: Interested/prospective bidders may visit the site on any working day prior to the bid submission deadline, between **10:00 hours and 17:00 hours**, with prior intimation and coordination with the Procurement Department, using the contact details provided in the bidding documents.

1.7 Bids must be submitted **electronically through EPADS** in accordance with the instructions provided in the bidding documents. Physical submission of bids is **not allowed**.

1.8 The last date and time for submission of bids is **11:00 Hrs on January 23, 2026**. Late bids will be rejected. Bids will be opened electronically on the **same day at 11:30 Hrs** via EPADS, in the presence of Bidders or their authorized representatives who choose to attend virtually.

1.9 All bids must be accompanied by a **Bid Security of PKR 190,000/-** (One Hundred Ninety Thousand Rupees) in the form of a **Pay Order / Demand Draft / Bank Guarantee** from a scheduled bank, valid for **90 days** from bid submission date, in favor of **Islamabad Club**.

1.10 The Contract shall be awarded to the Bidder who:

- Meets all Mandatory Eligibility Criteria (MEC)
- Achieves minimum technical score of **70/100**
- Is evaluated as the **lowest-priced technically qualified bidder**

1.11 Contact Information:

**Procurement Department,
Islamabad Club, Murree Road, Islamabad.**

Phone: 051-9046000, Ext: 176/301
Email: asad.ijaz@islamabadclub.org.pk
taimoor.khurram@islamabadclub.org.pk

COMPLIANCE CHECKLIST

Instructions to Bidders:

All documents for the **Technical Proposal (Envelope-1)** must be arranged in the sequence below. Failure to provide any mandatory document will result in disqualification at the preliminary examination stage. Please tick (✓) the applicable boxes.

Important: This checklist pertains to documents for **Envelope-1 (Technical Proposal) only.**

A **copy** of the Bid Security must be included here. The **original** Bid Security, along with the priced BOQ (Annexure-A), Form of Bid (Annexure-B), and Price Summary (Annexure-C) must be placed in **Envelope-2 (Financial Proposal)**.

SECTION 1: MANDATORY ELIGIBILITY CRITERIA (MEC) – PASS/FAIL

(Failure in any item leads to outright rejection)

Ref.	Mandatory Requirement	Document Required	Submitted (✓)	Page Ref.
MEC-1	Valid NTN & STRN (Active Taxpayer)	FBR NTN Certificate, Sales Tax Registration Certificate, and proof of Active Taxpayer List (ATL) status	<input type="checkbox"/>	
MEC-2	PEC Registration	Valid PEC Registration Certificate	<input type="checkbox"/>	
MEC-3	Non-Blacklisting Affidavit	Affidavit on Rs. 100/- Judicial Stamp Paper duly notarized (Format as per Annexure-H)	<input type="checkbox"/>	
MEC-4	Minimum 03 Years General Experience	Company Profile stating year of establishment and nature of business	<input type="checkbox"/>	
MEC-5	Similar Projects Experience (Min. two projects, \geq PKR 3.2 million in total in last 3 years)	Copies of Work Order/Contract Agreement & Completion Certificate for at least two similar projects	<input type="checkbox"/>	
MEC-6	Bid Security (PKR 190,000)	Copy of Pay Order/Demand Draft/Bank Guarantee valid for 90 days in favor of Islamabad Club	<input type="checkbox"/>	
MEC-7	Tender Fee Receipt (PKR 5,000)	Copy of bank deposit slip/receipt	<input type="checkbox"/>	
MEC-8	Acceptance of Complete Tender Terms	Complete Tender Documents (duly signed and stamped on each page)	<input type="checkbox"/>	

A. COMPANY PROFILE (35 Marks)

Ref.	Requirement & Scoring Basis	Document Required	Submitted (✓)	Page Ref.
A.1	Date of Establishment (2 marks per year, Max: 10 marks)	Certificate of Incorporation / Partnership Deed / Business Registration	<input type="checkbox"/>	
A.2	Technical & Supervisory Staff (Graduate Engineers: 3 marks each; Diploma holders: 2 marks each; Certified technicians: 1 mark each; Max: 15 marks)	1. List of permanent technical/supervisory staff with designations 2. CVs and appointment letters of key staff 3. Copies of educational/professional certificates	<input type="checkbox"/>	
A.3	Availability of Relevant Equipment & Tools (1 mark per major item, Max: 10 marks)	Detailed list of owned equipment relevant to this project	<input type="checkbox"/>	

B. EXPERIENCE (35 Marks)

Ref.	Requirement & Scoring Basis	Document Required	Submitted (✓)	Page Ref.
B.1	Similar Completed Projects (during Last 3 Years) – 15 marks per project, Max: 30 marks <i>For this tender, 'similar projects' refer to the supply and installation of flexible/safety flooring systems, playground surfaces, and/or related civil works for recreational areas.</i>	For each claimed project: 1. Copy of Work Order/Contract Agreement 2. Satisfactory Completion Certificate from client 3. Brief description and pictures (if available)	<input type="checkbox"/>	
B.2	Ongoing Similar Projects – 5 marks per project, Max: 5 marks	For each claimed project: 1. Copy of ongoing Contract Agreement 2. Letter from client confirming project status 3. Latest interim	<input type="checkbox"/>	

		payment certificate		
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C. FINANCIAL CAPABILITY (20 Marks)

Ref.	Requirement & Scoring Basis	Document Required	Submitted (✓)	Page Ref.
C.1	Average Annual Construction Turnover (Last 3 Years) – Proportionate marks (Scale: PKR 5 million = 5 marks, PKR 10 million = 10 marks, etc., Max: 10 marks)	Audited Financial Statements (Balance Sheet & Profit & Loss Account) for last three financial years	<input type="checkbox"/>	
C.2	Average Income Tax Paid (Last 3 Years) – Proportionate marks (Scale: PKR 100,000 = 5 marks, PKR 200,000 = 10 marks, etc., Max: 10 marks)	Income Tax Returns/Challans for last three financial years	<input type="checkbox"/>	

D. WORK PLAN (10 Marks)

Ref.	Requirement & Scoring Basis	Document Required	Submitted (✓)	Page Ref.
D.1	Detailed Work Plan (Max: 5 marks for comprehensive, logical plan)	Detailed Work Plan/Schedule in MS Project or Gantt Chart format covering all 45 days	<input type="checkbox"/>	
D.2	Detailed Construction Methodology (Max: 5 marks)	Detailed Construction Methodology including procedures, sequence, resources, QA/QC, and HSE measures	<input type="checkbox"/>	

SECTION 3: BIDDER'S DECLARATION

I hereby certify that all information and documents submitted in the Technical Proposal are true, correct, and complete. I understand that any misrepresentation may lead to disqualification and legal action.

Name of Bidder: _____

Authorized Signature: _____

Name & Designation: _____

Company Stamp: _____

Date: _____

PART 2 – INSTRUCTIONS TO BIDDERS (ITB)

2.1 Eligibility Criteria

Bidders must meet the following **Mandatory Eligibility Criteria (MEC)** at the time of bid submission:

1. Valid **NTN & Sales Tax Registration (STRN)** and appearing on Active **Taxpayer List (ATL)** of FBR.
2. Duly signed **Affidavit on Rs. 100/- Judicial Stamp Paper** declaring that the firm, its directors, and principals are not blacklisted by any Government / Semi-Government / Autonomous body.
3. Physical office / operational setup within Rawalpindi / Islamabad region.
4. Minimum **03 years** of general experience in renovation, civil works or similar works.
5. Completion of at-latest two (2) similar nature projects of Flexible flooring system of contract value not less than **PKR, 3.2 million in last 3 years**.
6. **Bid Security of PKR 190,000/-** as specified.
7. Valid PEC Registration Certificate.

2.2 Cost of Bidding

Bidders shall bear all costs associated with the preparation and submission of their bids. The Procuring Agency will not be responsible for any such costs.

2.3 Language of Bid

All documents submitted as part of the bid must be in **English**. Supporting documents in Urdu must be accompanied by a certified English translation.

2.4 Bid Currency

Prices shall be quoted in **Pakistani Rupees (PKR)**, inclusive of all taxes, duties, levies, and costs.

2.5 Period of Validity of Bids

Bids shall remain valid for **90 days** from the date of bid opening.

2.6 Format and Signing of Bids

- Bids must be submitted electronically via EPADS as per the prescribed format.
- All forms, declarations, and sheets must be duly filled, signed, and stamped by an authorized representative.
- Digital signatures as per PPRA/EPADS requirements are acceptable.

2.7 Sealing and Marking of Bids

Bidders must upload two separate envelopes within the EPADS system as follows:

- **Envelope-1 (Technical Proposal):** Shall contain all technical, eligibility, and qualification documents necessary for evaluation against the Mandatory Eligibility Criteria (MEC) and the

Detailed Technical Scoring criteria. This includes the **completed Compliance Checklist, Annexure G, H, I, and a clear copy of the Bid Security (Annexure-D)**.

Note: Financial prices, rates, or amounts MUST NOT appear in any document within this envelope.

- **Envelope-2 (Financial Proposal):** Shall contain **only** the completed commercial and financial documents, namely:
 - i. **Annexure-A: Bill of Quantities (BOQ)** - Fully priced with all unit rates and totals.
 - ii. **Annexure-B: Form of Bid** - Duly signed, with the total bid price filled in numbers and words.
 - iii. **Annexure-C: Price Schedule (Summary)** - Completed.
 - iv. **Annexure-D: Bid Security Form** - The **original** Pay Order/Demand Draft/Call Deposit Receipt.

The envelopes must be clearly labeled as "**TECHNICAL PROPOSAL - ENVELOPE 1**" and "**FINANCIAL PROPOSAL - ENVELOPE 2**" within the EPADS system. Inclusion of financial information in Envelope-1 or technical/qualification documents in Envelope-2 may lead to disqualification.

2.8 Deadline for Submission

Bids must be submitted by 11:00 Hrs on January 23, 2026. The EPADS system will not accept submissions after the deadline.

2.9 Modification and Withdrawal of Bids

Bids may be modified or withdrawn electronically via EPADS before the submission deadline. No changes will be permitted thereafter.

2.10 Bid Opening

Technical bids (Envelope-1) will be opened first. Only bids meeting mandatory criteria will proceed to technical evaluation. Financial bids (Envelope-2) of only technically qualified bidders will be opened later on a notified date.

PART 3 – GENERAL CONDITIONS OF CONTRACT (GCC)

3.1 Governing Law

The contract shall be governed by the laws of Pakistan and PPRA Rules, 2004.

3.2 Performance Security

The bid security submitted by the successful bidder shall be retained as the performance security for the contract. It shall be released after the successful completion of all works and the expiry of the defect liability period, subject to no claims or defaults.

3.3 Insurance

The contractor shall procure and maintain insurance for works, personnel, and third-party liability for the contract duration.

3.4 Time for Completion

The work shall be completed within **45 calendar days** from issuance of Letter of Intent (LOI).

3.5 Liquidated Damages

Delay in completion shall attract liquidated damages at the rate of **0.1% of the contract price per day**, subject to a maximum of 10% of the contract price.

3.6 Defect Liability Period

Defect liability period shall be **12 months** from the date of handing over/completion certificate.

3.7 Variation in Quantities

The Procuring Agency reserves the right to increase or decrease quantities up to **15%** without change in unit rates.

3.8 Payments

Payments shall be made against verified running bills, submitted monthly, within 30 days of verification by the Employer. Five percent (5%) retention shall be deducted from each verified bill & shall be retained as retention money, which will be released after successful completion of defect liability period (DLP).

3.9 Termination

The Procuring Agency may terminate the contract for default, insolvency, or corruption practices as per PPRA rules.

3.10 Dispute Resolution

In case of dispute, the **Administrator of Islamabad Club** shall act as arbitrator. Arbitration shall be conducted as per Arbitration Act, 1940.

PART 4 – SPECIAL CONDITIONS OF CONTRACT (SCC)

4.1 Site Location

Islamabad Club, Murree Road, Islamabad. Contractor may visit site at own cost before bidding.

4.2 Safety & Environmental Compliance

Contractor shall comply with all applicable safety and environmental regulations and shall be responsible for any damage to Club property. The contractor shall ensure safety, cleanliness, and protection of existing facilities. Any damage shall be rectified at contractor's cost.

4.3 Materials & Workmanship

All materials shall be as per specifications and approved brands. Substandard material will be rejected and replaced at contractor's cost.

4.4 Use of Club Facilities

No use of Club's water, electricity, or other facilities without prior written permission.

4.5 Cleanliness & Debris Removal

Contractor shall maintain cleanliness and remove debris daily and disposal of any debris arising during construction works etc.

PART 5 – TECHNICAL SPECIFICATIONS & BILL OF QUANTITIES

5.1 Scope of Work

- Excavation, leveling, compaction, backfilling.
- Supply and laying of PCC (1:4:8, 1:2:4, 1:3:6).
- Supply and installation of New Flexible Flooring System.

5.2 Key Specifications

- **Concrete Works:** Concrete (PCC 1:4:8) & Concrete (PCC 1:1.5:3)
- **(PCC 1:1.5:3):** Cylinder crushing strength of approx 2900~3000 psi after 28 days,
- **CPA Flooring:** Supply & Installation of flexible system for play area (09~10mm Thick)

5.3 Bill of Quantities:

Refer to Annexure-A: All bidders must quote rates in the provided format.

PART 6 – EVALUATION CRITERIA & PROCEDURE

6.1 Preliminary Examination: Pass/Fail based on Mandatory Eligibility Criteria.

6.2 Technical Evaluation (100 Marks):

- Company Profile (35 marks)
- Experience (35 marks)
- Financial Capability (20 marks)
- Work Plan & Construction Methodology (10 marks)

Minimum Qualifying Score: 70/100

6.3 Financial Evaluation: Lowest cost among technically qualified bidders.

Criteria	Max Marks	Sub-Criteria
A. Company Profile	35	1. Years since incorporation (2 marks/year, max 10) 2. Technical staff (Graduate Engineers: 3 each, Diploma: 2 each, max 15 marks) 3. Equipment & tools (1 mark each, max 10 marks)
B. Experience	35	1. Similar completed projects in last 3 years (15 marks each, max 30 marks) 2. Ongoing similar projects (05 marks each, max 5 mark)
C. Financial Capability	20	1. Average annual turnover (last 3 years) – proportionate marks 2. Average income tax paid (last 3 years) – proportionate marks
D. Work Plan	10	1. Detailed work plan in MS Project / Gantt chart covering all activities (max 05 marks) 2. Detailed Construction Methodology (max 05 marks)
Total	100	

6.3 Financial Evaluation

Only technically qualified bidders (score ≥ 70) will have their Financial Bids opened. Evaluation will be based on **Lowest Total Bid price** as per BOQ in **Financial Proposal**.

6.4 Award Criteria

Contract will be awarded to the **Lowest Evaluated Bidder** among technically qualified bidders.

PART 7 – ANNEXURES & FORMS

Annexure-A: Bill of Quantities

Annexure-B: Form of Bid

Annexure-C: Price Schedule

Annexure-D: Bid Security Form

Annexure-E: Contract Agreement

Annexure-F: Performance Security

Annexure-G: Technical Proposal Forms

Annexure-H: Affidavit for Non-Blacklisting

ANNEXURE-A: BILL OF QUANTITIES (BOQ)

(To be attached with Financial Bid only)

Tender No: IC/PD/2025/26/TD-021-RE

Project: Civil and new flexible flooring system for Children play Area.

BOQ for Civil and new flexible flooring system for Children play Area					
Sr #	Description	Unit	Qty.	Rate in Rs.	Amount in Rs.
1.	Excavation in all type of Soil including backfilling & disposal of surplus soil as directed by the Engineer In-charge, complete in all respects.	Cft.	3644		
2.	Surface preparation, leveling / dressing and compaction of Soil as required etc. or as directed by the Engineer In-charge,	Sft	4000		
3.	Concrete (PCC 1:4:8) Providing and laying plain cement concrete 3" thick by using Ordinary Portland Cement, leveling and curing etc. complete in all respect as directed by the Engineer In-charge.	Cft.	966		
4.	Concrete (PCC 1:1.5:3) Providing & laying plain cement concrete 4" thick having a minimum cylinder crushing strength of approximately 2900~3000 psi after 28 days, by using Ordinary Portland Cement, size 1/2 down crush & lawrencepur sand, fair face compacting, leveling and curing etc. as directed by the Engineer In-charge.	Cft.	1322		
5.	Supply & Installation of flexible flooring system for play area (9~10mm Thick) i.Surface cleaning/light grinding ii.Application of Primer 01 coat iii.Laying of SBR (Rubber) with PU binder 08 / 9mm Thick iv.Application of 02 Seal coat v.Application of 02 final coat misapplication of 01 Coat Sealer complete in all respect.	Sft	4000		
Total Amount with Taxes in PKR.					
<i>Note: All rates inclusive of all taxes, duties, transportation, installation, testing, and commissioning.</i>					

ANNEXURE-B: FORM OF BID

To:

The Secretary
Islamabad Club
Murree Road, Islamabad

**Subject: Submission of Bid for Civil and new flexible flooring system for Children play Area–
Tender No. IC/PD/2025/26/TD-021-RE**

We, the undersigned, hereby submit our bid for the **Civil and new flexible flooring system for Children play Area**, in accordance with your Tender Documents, including all drawings, specifications, and Bill of Quantities.

We have examined the bidding documents and undertake to execute the works in conformity with the contract for a total price of:

PKR _____ (in words:

_____).

We agree to abide by this bid for a period of **90 days** from the date of bid opening. We enclose a Bid Security in the amount of **PKR 190,000/-** as per the requirements.

If awarded, we will furnish the required Performance Security and commence work as specified in the contract.

We declare that:

- We have no conflict of interest.
- We are not blacklisted by any government or semi-government entity.
- All information provided is true and complete.

Name of Firm: _____

Address: _____

NTN: _____

STRN: _____

Authorized Signature: _____

Name & Designation: _____

Company Stamp: _____

Date: _____

ANNEXURE-C: PRICE SCHEDULE (SUMMARY)**Tender No: IC/PD/2025/26/TD-021-RE****Project:** Civil and new flexible flooring system for Children play Area–

Description	Amount (PKR)
Total Bid Price (as per BOQ Annexure-A)	
Bid Price in Words:	Pakistani Rupees _____ _____

Bidder's Declaration:

We hereby confirm that our total bid price is inclusive of all taxes, duties, transportation, installation, testing, commissioning, and any other costs required for complete execution as per specifications.

Name of Firm: _____**Authorized Signature:** _____**Stamp & Date:** _____

ANNEXURE-D: BID SECURITY FORM

To: The Secretary, Islamabad Club, Murree Road, Islamabad.

Tender No: IC/PD/2025/26/TD-021-RE

Project: Civil and new flexible flooring system for Children play Area.

Amount: PKR 190,000

Validity: 90 days from bid submission date

We, _____ **(Bank Name)**, hereby unconditionally and irrevocably guarantee payment of the sum of **Pakistani Rupees One hundred Ninety Thousand Only (PKR 190,000)** to Islamabad Club upon receipt of your first written demand, without dispute or demur, in the event that:

1. The bidder withdraws or modifies its bid during the validity period.
2. The bidder fails to sign the contract after being awarded.
3. The bidder fails to furnish the required Performance Security.

This guarantee shall remain in force until _____ and any demand hereunder must be received by us on or before that date.

For and on behalf of the Bank:

Bank Name: _____

Branch & Address: _____

Authorized Signatory: _____

Seal & Date: _____

ANNEXURE-E: CONTRACT AGREEMENT FORM

AGREEMENT made on the _____ day of _____ 2026 between **ISLAMABAD CLUB**, Murree Road, Islamabad (hereinafter called "the Employer") and _____ (hereinafter called "the Contractor").

WHEREAS the Employer is desirous of **Civil and New Flexible Flooring System for the Children's Play Area** and has accepted the bid by the Contractor for the execution of the Works.

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. The Contractor shall execute and complete the Works in accordance with the Contract Documents for the **Contract Price of PKR** _____ (in words: _____).
2. **Time for Completion:** The Works shall be completed within _____ days from the date of the Letter of Intent.
3. **The Contract Documents** shall comprise:
 - o This Agreement
 - o Letter of Acceptance
 - o Bid and annexed documents
 - o Conditions of Contract (GCC & SCC)
 - o Specifications and Drawings
 - o Bill of Quantities
4. In consideration of the payments to be made by the Employer, the Contractor covenants to execute the Works in conformity with the Contract.
5. The Employer covenants to pay the Contractor the Contract Price at the times and in the manner prescribed by the Contract.

IN WITNESS WHEREOF the parties have caused this Agreement to be executed on the day and year first above written.

For and on behalf of Islamabad Club:

Signature: _____

Name & Designation: _____

Date: _____

For and on behalf of the Contractor:

Signature: _____

Name & Designation: _____

Date: _____

Witnesses:

1. _____
2. _____

ANNEXURE-F: PERFORMANCE SECURITY

In accordance with GCC Clause 3.2, the Bid Security submitted by the successful bidder shall be retained as the Performance Security for the contract. No separate Performance Bank Guarantee is required.

ANNEXURE-G: TECHNICAL PROPOSAL FORMS

G-1: COMPANY PROFILE & TECHNICAL STAFF

Sr.	Name	Designation	Qualification	Years of Experience	Attached CV (✓)
1					
2					
3					
...					

G-2: LIST OF MAJOR EQUIPMENT

Sr.	Equipment Name	Model/Capacity	Quantity	Ownership (Owned/Leased)
1				
2				
3				
...				

G-3: SIMILAR PROJECT EXPERIENCE (LAST 3 YEARS)

Sr.	Project Name & Description	Client Name & Contact	Contract Value (PKR)	Completion Date	Attached Certificates
1					
2					
3					
...					

G-4: ONGOING PROJECTS

Sr.	Project Name	Client	Contract Value	Start Date	% Completion	Attached Letter/Progress Certificate
1						
2						
...						

G-5: FINANCIAL CAPABILITY DATA

Last Three Financial Years (Please attach Audited Financial Statements & Tax Returns)

Year	Annual Turnover (PKR)	Profit After Tax (PKR)	Income Tax Paid (PKR)
2024			
2023			
2022			

G-6: WORK PLAN & METHODOLOGY

(Attach detailed work plan in MS Project/Gantt Chart format covering all 45 days, showing sequence of activities, milestones, and resource allocation.)

Brief Description of Methodology:

ANNEXURE-H: AFFIDAVIT FOR NON-BLACKLISTING
(ON RS. 100/- JUDICIAL STAMP PAPER, DULY NOTARIZED)

I, _____, S/o _____, being the duly authorized representative of M/s. _____ (NTN: _____), do hereby solemnly affirm and declare as under:

1. That our firm/company, its directors, partners, and principals are **NOT** blacklisted, debarred, or suspended by any Government, Semi-Government, Autonomous Body, or Public Sector Organization in Pakistan or abroad.
2. That we are eligible to participate in public procurement as per PPRA Rules.
3. That the information provided in this affidavit and the bid documents is true and correct to the best of my knowledge.

I understand that any false statement may result in disqualification, blacklisting, and legal action.

DEPONENT:

Name: _____

CNIC No: _____

Designation: _____

PART 7 -: CONTACT FOR CLARIFICATIONS

All queries and requests for the employee list must be addressed to:

Procurement Department
Islamabad Club

Email: asad.ijaz@islamabadclub.org.pk
taimoor.khurram@islamabadclub.org.pk

Phone: (+92) (51) 9046000, Ext. 301/176/167

ISLAMABAD CLUB
