



Mumbai Port Authority

EoI No. 1/2024

Request for Expression of Interest

for

**“Development of Garden and Pavement through Private
Participation in Ballard Estate.”**

July 2024

Civil Engineering Department

Mumbai Port Authority

Due Date for Submission of 01/08/2024

Disclaimer

This Expression of Interest (Eoi) contains brief information about the Project/Scheme of MbPA on **“Development of Garden and Pavement through Private Participation in Ballard Estate.”** This is not an agreement or an offer by the Mumbai Port Authority to the Institutions, Organizations, Agencies, or any other person.

The purpose of the document is to provide the Bidders with information to assist in the formulation of their application or response to the Document (“the Application”)

The information provided in this Document, to the Bidders is on a wide range of matters, some of which depend upon the interpretation of law. The Bidders may conduct their own independent assessment, site visit, investigations, and analysis and check the reliability, accuracy, and completeness of the information at their end and obtain independent advice from relevant sources as required before submission of their application.

Furthermore, the information provided in this Document is not intended to be an exhaustive account of statutory or commercial requirements and should not be regarded as a complete or authoritative statement of law. MbPA shall have no liability to any person including the Applicant under any law, statute, or by any rule and/or regulation made there under, tort, equity, principles of restitution, unjust enrichment, or otherwise for any loss, damage, costs or expenses which may arise from or be incurred or suffered on account of anything contained in this Document or otherwise, including the accuracy, adequacy, correctness, reliability or completeness of the Document any assessment, assumption, statement or information contained therein or deemed to form part of this Document or arising in any way in this subject.

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MbPA will not entertain or be liable for any claim for costs and expenses in relation to the preparation of the applications to be submitted in terms of this Document.

The information contained in this Document or subsequently provided to the prospective Bidders, whether verbally or in documentary or any other form by or on behalf of MbPA or any of its employees or advisers, shall be considered confidential and is not to be reproduced/ adopted/ displayed for any purpose whatsoever.

This Document is for informative purposes only and does not imply that MbPA is bound to select or short-list Bidders for the RFP stage or to appoint the Bidder for the Project as the case may be, it is at the full discretion of MbPA and MbPA further reserves its absolute right and discretion to terminate the process at any time without assigning any reasons or explanations thereof.

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Notice Inviting Expression of Interest

Mumbai Port Authority (MbPA) invites online EoI from Reputed Organizations / Firms / Companies proprietorship firms on Central Public Procurement Portal (CPP Portal).

MbPA plans to allocate land to private organizations, specifically for the development of gardens and pavements in Ballard Estate, through their (private organizations) funds. MbPA may also allow the operations and maintenance of the Garden, after its development to the agency.

Interested firms/parties (for details please visit Website:- www.mumbaiport.gov.in or www.eprocure.gov.in) may submit their response, complete details, and references on Central Public Procurement Portal (CPP Portal) within 21 days from start date of submission.

This Document is being published by the Mumbai Port Authority (MbPA). The purpose of this document is to provide interested parties with the relevant information/invite regarding the project and understand the scope of the Project and invite proposal from interested and eligible Bidders. The bidders are advised to study this Document carefully before submitting their feedback & proposal in response to the Notice. The proposal submitted will be selected based on the selection criteria as stated in the EoI. This document is not transferable.

1 Instructions for Online Submission Process

EOI No.E-1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

Instructions for Online Bid Submission

1. The bidders are required to submit soft copies of their bids electronically on the CPP Portal, using valid Digital Signature Certificates. The instructions given below are meant to assist the bidders in registering on the CPP Portal, prepare their bids in accordance with the requirements and submitting their bids online on the CPP Portal.

More information useful for submitting online bids on the CPP Portal may be obtained at: <https://eprocure.gov.in/eprocure/app>

REGISTRATION

- 1) Bidders are required to enrol on the e-Procurement module of the Central Public Procurement Portal (URL: <https://eprocure.gov.in/eprocure/app>) by clicking on the link **“Online bidder Enrolment”** on the CPP Portal which is free of charge.
- 2) As part of the enrolment process, the bidders will be required to choose a unique username and assign a password for their accounts.
- 3) Bidders are advised to register their valid e-mail address and mobile numbers as part of the registration process. These would be used for any communication from the CPP Portal.
- 4) Upon enrolment, the bidders will be required to register their valid Digital Signature Certificate (DSC) (Class II or Class III Certificates with signing key usage) issued by any Certifying Authority recognized by CCA India (e.g. Sify / nCode / e-Mudhra etc.), with their profile.
- 5) Only one valid DSC should be registered by a bidder. Please note that the bidders are responsible to ensure that they do not lend their DSC's to others which may lead to misuse.
- 6) Bidder then logs in to the site through the secured log-in by entering their user ID / password and the password of the DSC / e-Token.

SEARCHING FOR EOI DOCUMENTS

- 1) There are various search options built in the CPP Portal, to facilitate bidders to search active EOIs by several parameters. These parameters could include EOI ID, Organization Name, Location, Date, Value, etc. There is also an option of advanced search for EOIs, wherein the bidders may combine a number of search parameters such as Organization Name, Form of Contract, Location, Date, Other keywords etc. to search for a EOI published on the CPP Portal.

- 2) Once the bidders have selected the EOIs they are interested in, they may download the required documents / EOI schedules. These EOIs can be moved to the respective 'My Tender' folder. This would enable the CPP Portal to intimate the bidders through SMS / e-mail in case there is any corrigendum issued to the EOI document.
- 3) The bidder should make a note of the unique EOI ID assigned to each EOI, in case they want to obtain any clarification / help from the Helpdesk.

PREPARATION OF BIDS

- 1) Bidder should take into account any corrigendum published on the EOI document before submitting their bids.
- 2) Please go through the EOI advertisement and the EOI document carefully to understand the documents required to be submitted as part of the bid. Please note the number of covers in which the bid documents have to be submitted, the number of documents - including the names and content of each of the document that need to be submitted. Any deviations from these may lead to rejection of the bid.
- 3) Bidder, in advance, should get ready the bid documents to be submitted as indicated in the EOI document / schedule and generally, they can be in PDF / XLS / RAR / DWF/JPG formats. Bid documents may be scanned with 100 dpi with black and white option which helps in reducing size of the scanned document.
- 4) To avoid the time and effort required in uploading the same set of standard documents which are required to be submitted as a part of every bid, a provision of uploading such standard documents (e.g. PAN card copy, annual reports, auditor certificates etc.) has been provided to the bidders. Bidders can use "My Space" or "Other Important Documents" area available to them to upload such documents. These documents may be directly submitted from the "My Space" area while submitting a bid, and need not be uploaded again and again. This will lead to a reduction in the time required for bid submission process.

SUBMISSION OF BIDS

- 1) Bidder should log into the site well in advance for bid submission so that they can upload the bid in time i.e. on or before the bid submission time. Bidder will be responsible for any delay due to other issues.
- 2) The bidder has to digitally sign and upload the required bid documents one by one as indicated in the EOI document.
- 3) The server time (which is displayed on the bidders' dashboard) will be considered as the standard time for referencing the deadlines for submission of the bids by the bidders, opening of bids etc. The bidders should follow this time during bid submission.
- 4) All the documents being submitted by the bidders would be encrypted using PKI encryption techniques to ensure the secrecy of the data. The data entered cannot be viewed by unauthorized persons until the time of bid opening. The confidentiality of the bids is maintained using the secured Socket Layer 128 bit encryption technology. Data storage encryption of sensitive fields is done. Any bid document that is uploaded to the server is subjected to symmetric encryption using a system generated symmetric key. Further this key is subjected to asymmetric encryption using buyers/bid opener's public keys. Overall, the uploaded EOI documents become readable only after the EOI opening by the authorized bid openers.

- 5) The uploaded EOI documents become readable only after the EOI opening by the authorized bid openers.
- 6) Upon the successful and timely submission of bids (i.e. after Clicking “Freeze Bid Submission” in the portal), the portal will give a successful bid submission message & a bid summary will be displayed with the bid no. and the date & time of submission of the bid with all other relevant details.
- 7) The bid summary has to be printed and kept as an acknowledgement of the submission of the bid. This acknowledgement may be used as an entry pass for any bid opening meetings.

ASSISTANCE TO BIDDERS

- 1) Any queries relating to the EOI document and the terms and conditions contained therein should be addressed to the EOI Inviting Authority for a EOI or the relevant contact person indicated in the EOI.
- 2) Any queries relating to the process of online bid submission or queries relating to CPP Portal in general may be directed to the 24x7 CPP Portal Helpdesk. The contact number for the helpdesk is 1800 3070 2232.

2 Brief about Expression of Interest

Name of the project	Invitation for Expression of Interest (EOI) No. E.1/2024 for "Development of Garden and Pavement through Private Participation in Ballard Estate."
Location	Mentioned in <i>Annexure-7</i>
Maintenance period	5 years (Not Mandatory)
Name of Authority	Mumbai Port Authority (MbPA)
Eligible firms	<i>Firms eligible for undertaking the aforementioned task include those with a proven track record in landscape architecture, maintenance and up-keeping of the Garden, Plantation forestry, development of public spaces etc., particularly those with experience in similar CSR-driven initiatives.</i>
Contents of the	Brief about Eoi Concept Annexure 1 - Letter for Eoi Annexure 2 - Description of the Applicant Annexure 3 - Details of Representative from Applicant Annexure 4 - Technical Credentials of the Applicant Annexure 5 - Financial Credentials of the Applicant Annexure 6 - Information for submission process of EOI Annexure 7 - Location of the Plot for Garden Development
Published Date	04.07.2024
Start Date of Proposal Submission	12.07.2024 at 10.00 am
Last Date of proposal Submission	01/08/2024
Validity of Offer	90 days from the date of opening of Eoi
Submission Process	<i>Shall be submitted online on Central Procurement portal (CPP) in accordance with Annexures 1 to 7 enclosed herewith.</i>
Contact	<u>Chief Engineer, Mumbai Port Authority</u> (Email ID: chiefengineer@mumbaiport.gov.in) <u>Nihar.S.Deorukhkar Executive Engineer, Mumbai Port Authority</u> <u>(Email Id: ns.deorukhkar@mumbaiport.gov.in, Ph-022-66564570/ Mobile-9892107185)</u>

3 Concept

3.1 Background

- i. Ballard Estate, located within the Mumbai Port Authority (MbPA) area, is a historic commercial district renowned for its architectural charm and colonial-era buildings. It has been declared as a Protected Heritage Precinct as sub-precinct 9 of the larger Fort precinct with buildings with Grade IIA and I within the precinct under the 1995 regulations for Heritage Protection under the Development Control Regulation of Mumbai. MbPA is the major owner of the said Precinct. The precinct features a unique blend of Art Deco and European architectural styles, making it a significant heritage site in Mumbai.
- ii. In recent years, there has been a growing emphasis on revitalizing infrastructure and landscape amenities in the precinct as a public utility and also creating awareness about its importance and historicity. One approach to achieve this is to develop the Gardens which are already planned and existing in the area, however, presently these spaces are not developed as Gardens and are not being maintained properly.
- iii. MbPA proposes, Open space refurbishment with necessary infrastructure and landscape of three open spaces, seating, and other public amenities and access ways. These gardens will provide space for relaxation for the office goers within the Ballard estate premises and also will act as a recreation space post office hours. In order to preserve and enhance the Architecture of Ballard Estate the pavements need to have suitable street furniture that will complement to the building design.
MbPA will help the agency in getting the NOC from MCGM for the pavement development as the pavements are in the possession of MCGM.
- iv. MbPA has developed a Policy for the development of Gardens, Green spaces, and Plantation areas through other organizations through their CSR funds, this policy was approved through Board Resolution No.301 dated, 27.3.2023.

3.2 Plot Description for the Open Spaces in Ballard Estate

- i. The open spaces planned in the Ballard estate are in the form of internal chowks surrounded by Buildings. There are four such Garden spaces within Ballard Estate out of which one is in possession of Reliance and other three are in possession of MbPA (*As shown in Figure.1*). These three open spaces are not properly maintained and mostly used for Dumping of waste from adjoining occupiers. Hence these open spaces need to be developed as Gardens and other recreational activities supported by Food courts. As a part of revitalization, the foot paths also need to be developed with proper Signages , railings etc.



Figure 1. Open Space for Development in Ballard Estate.

ii. **Plot 1:**

• **Location:**

Situated amid the Mixed Commercial Centres viz, Bombay Coffee House, Grand Hotel, RPL House, Bharat Bhavan, Maritime Union of India, Furniture Showroom, SBI and NCB.

• **CTS No:** NA

• **Unit 11**

• **Division:** Fort

• **Area:** 1556 sqm (As per SPA, Planning Proposal 2020)

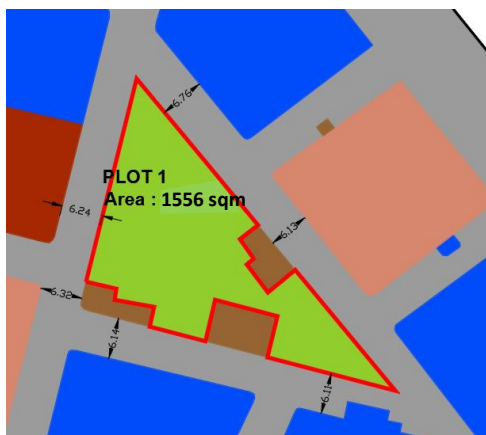


Figure 2. Plot 1



Figure 3. Google Earth Image, Highlighting Plot 1

MbPA is in the process of inviting bids for the development and maintenance of this plot in addition to a food court development as a commercial activity. However, the selected agency under this can also take up the development of the garden independently.

iii. **Plot 2:**

- **Location:**

Situated amid the Mixed Commercial Centers viz, Britania & Company, NTC House, The New Indian Assurance, National Hindu, Vakil & Sons and BTG.

- **CTS No:** 114/1187

- **Unit 11**

- **Division:** Fort

- **Area:** 335.69 sqm (As per SPA, Planning Proposal 2020)



Figure 4. Plot 2

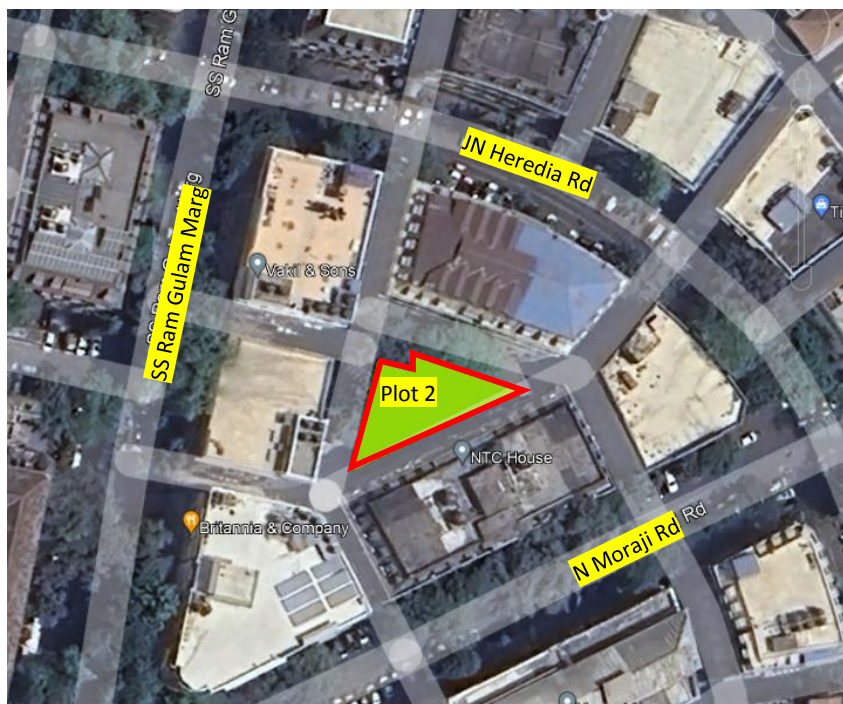


Figure 5. Google Earth Image, Highlighting Plot 2

iv. **Plot 3:**

- **Location:**

Situated amid the Mixed Commercial Centres viz, Magnet House, The Raymond Shop, Auction house, Hidustan Petroleum, Hidustan Bhavan and Bank of India ATM.

- **CTS No:** 1187

- **Unit 11**

- **Division:** Fort

- **Area:** 140.87 sqm (As per SPA, Planning Proposal 2020)

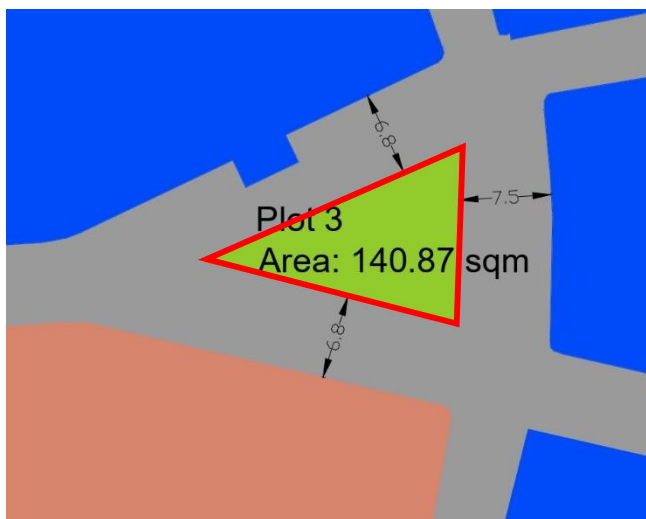


Figure 6. Plot 3

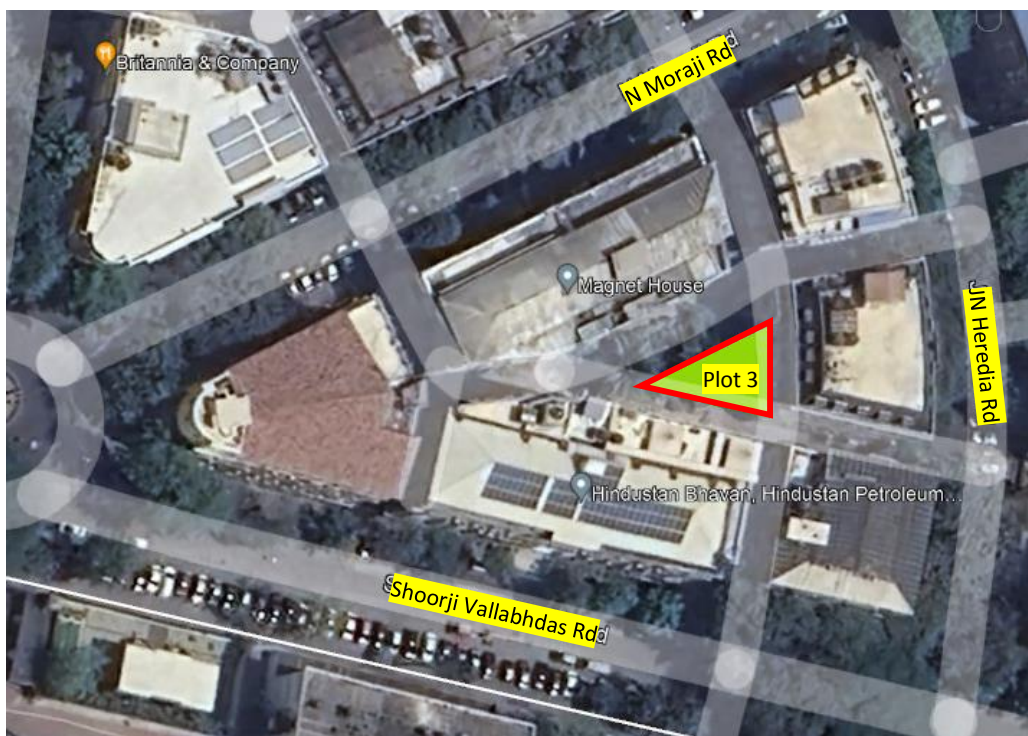


Figure 7. Google Earth Image, Highlighting Plot 3

3.3 *These green spaces can serve multiple purposes:*

- i. **Preservation of Greenery:** Introducing gardens amidst urban landscapes helps maintain biodiversity, promote ecological balance, and counteract the effects of urbanization such as pollution and heat island effect.
- ii. **Enhanced Aesthetic Appeal:** Green spaces contribute to the visual attractiveness of the surroundings, creating a pleasant environment for residents, workers, and visitors. They provide relief from the concrete jungle and offer opportunities for relaxation and leisure activities.
- iii. **Historical Interpretation:** By integrating elements of the area's history and heritage into the garden design, such as incorporating architectural motifs or historical markers, these green pockets can serve as educational tools, fostering a deeper appreciation for the cultural significance of Ballard Estate.
- iv. **Community Engagement:** Open garden pockets encourage community participation and social interaction. They can be venues for cultural events, art exhibitions, and recreational activities, fostering a sense of belonging and pride among key stakeholders.
- v. **Accessibility:** Pavements should be designed to prioritize pedestrian safety and accessibility. Incorporating features such as ramps, tactile paving, and adequate lighting ensures inclusivity and ease of movement for all users.
- vi. **Landscaping Design:** Gardens should be thoughtfully landscaped to maximize greenery while minimizing maintenance requirements. Native plants and trees can be chosen to enhance biodiversity and reduce water consumption, contributing to sustainable urban development.

3.4 *Street furniture and upgradation of pavements:*

The agency can also undertake upgradation of existing pavement along with street furniture in tune with the heritage character of the area. The agency need to obtain required permission from the MCGM for the purpose. MbPA will necessary assistance in this regards.

3.5 *Selection of agency*

The agency for the development of gardens or plantations shall be selected through on a "first-come first-serve" basis. However, the decision of MbPA in this regard will be final. The Selected agency will be required to sign an agreement with MbPA.

3.6 *Eligibility Criteria:*

- i. The firms/ Organizations shall be an independent legal entity registered in India as per the regulations of the Government of India.
- ii. The firms/ Organization shall have their physical presence in Mumbai.

- iii. ***Experience of undertaking proven track record in landscape architecture, maintenance and up-keeping of the Garden, Plantation forestry, development of public spaces etc., particularly those with experience in similar CSR-driven initiatives***

3.7 Criteria for Allotment and Obligation of the Agency

- i. The land will be allotted on a license basis for a period of five years, which can be extended further by a span of two years depending on the performance of the agency.
- ii. The land license will be on a nominal license fee of Re.1 per year.
- iii. The design of the garden or green space shall be implemented with the approval of MbPA.
- iv. The agency shall develop and execute the garden, Green spaces, or plantation as per the proposal approved by MbPA.
- v. The agency may also take up maintenance of gardens including periodic cleaning, watering, replacement of plants, trimming, etc.
- vi. The Agency shall be allowed to display sponsorship boards of size 24" x 18" and it should clearly display the logo of MbPA along with name of Agency. The distance between the two boards shall not be less than 30 m. No other advertisement shall be permitted within the area.
- vii. If requested, the Agency will be allowed to construct a small cabin of 4" x 4" of temporary nature to place the security person.
- viii. No fee for display sponsorship boards will be charged to the Agency.
- ix. The Agency will be allowed to construct a fencing for protection.
- x. The Agency will be responsible to procure the water supply either from MCGM or MbPA or any other source.
- xi. The entire cost of the development and maintenance of garden of green space will be borne by the Agency.
- xii. Necessary infrastructure such as Power supply, water supply, solid waste disposal, etc., shall be developed by the Agency at his cost.
- xiii. The agency shall pay all the necessary charges and bills to the respective statutory bodies.
- xiv. The agency shall not assign or sub-let the contract or any substantial part thereof to any other agency without the permission of MbPA.

3.8 Obligation of MbPA

- i. MbPA shall make the land available to the agency without any encumbrances for the total license period.
- ii. MbPA shall provide access to land.
- iii. MbPA shall facilitate the agency for obtaining any approval, NOC's from any other statutory

body.

- iv. All technical plans for the upgradation and maintenance of the development of open space shall be approved by the MbPA.
- v. MbPA after finalizing the design may undertake additional components which may deem fit for Rejuvenation from its funding such as Lighting, Security, etc.
- vi. MbPA will be responsible for providing water and electricity supply.
- vii. Since the Footpaths are in possession of MCGM, their NOC will be obtained by MbPA for Signages and Street Furniture.

3.9 General Conditions

- i. The Agency shall not use any open space for commercial activity nor they will have any legal right over the land except the development.
- ii. The Agency can Display its name on boards in the Developed area. The Display will be as per the size and design approved by MbPA.
- iii. The agency shall have the right to put up a plaque of the size and shape as may be decided by MbPA indicating its association with the Protected Precinct. The script of which shall be approved by the MBPA.
- iv. All the Civil work shall be carried out with the approval of the Maharashtra Heritage Committee.
- v. The agency shall carry out all the work with the approval of all the concerned statutory authorities. MbPA shall provide all the assistance in this regard.
- vi. The ownership of the Protected Precinct and open spaces shall remain with the Mumbai Port Authority (MbPA).
- vii. The Gardens after the development shall be open for public without any fee, during the hours as may allowed by the local authorities.

3.10 Termination

MbPA may, terminate the contract in whole or in part, by a written notice within 30 days, in case, if –

- i. The selected Partner commits a breach of any condition of the contract.
- ii. The selected Agency fails to deliver any or all service/s within the time period specified in the contract, or any extension thereof granted by MbPA.
- iii. The selected Agency fails to perform any other obligation under the contract within the specified period of delivery of service or any extension granted thereof.
- iv. The selected Agency is found to be engaged in corrupt, fraudulent, collusive, or coercive

practices in competing for or executing the contract.

- v. The selected Agency does not respond to any notice or the reply is not satisfactory.

Annexure 1 - Letter for EOI

(To be on the Applicant/Lead Member's Letter Head)

EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

To,
The Chief Engineer,
Mumbai Port Authority,
Port Bhavan,
Shoorji Vallabdas Marg, Ballard Estate,
Mumbai – 400 001, India.

Subject: Expression of Interest (EOI) for **“Development of Garden and Pavement through Private Participation in Ballard Estate.”**

Sir,

In response to the Expressions of Interest published on _____ for “Development, Operation, and Maintenance of – EOI No.E-1/2024**“Development of Garden and Pavement through Private Participation in Ballard Estate”**”, I/we _____ (hereby referred as Applicant) would like to express our interest to undertake the activities as mentioned in the notification. As instructed, we have enclosed all the necessary documents, as per the guidelines/format provided, for your information and records.

I acknowledge that the Authority will be relying on the information provided in the Bid and the documents accompanying such Bid for selection of the Bidders for the aforesaid Project and I certify that all information provided in the Bid and in Appendices to this Letter of Bid are true and correct; nothing has been omitted which renders such information misleading; and all documents accompanying such Bid are true copies of their respective originals.

I shall make available to the Authority any additional information it may find necessary or require to supplement or authenticate the submissions.

I acknowledge the right of the Authority to reject our Bid without assigning any reason or otherwise and hereby waive my/our right to challenge the same on any account whatsoever.

I certify that we are not barred by Government of Maharashtra (GoM), any other State Government in India (SG) or Government of India (Gol), or any of the agencies of GoM/SG/Gol from participating in similar projects as on(Bid Due Date).

Thanking you,

Sincerely,

(Signature)

Name & Designation:

Seal:

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Annexure 2 - Description of the Applicant

EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

1. Name of the Organization:
2. Head Office Address:
3. Name & Designation of the Concerned Officer to be referred for communication:
4. Contact No.:
5. Email ID:
6. Head of the Organization:
 - a. Name:
 - b. Contact No:
 - c. Email ID:
7. Type of Organization:
8. Main Areas of Business:
9. Total no. of Employees:
10. Branch Offices/Headquarters and their Address:
11. Subsidiary and associated companies (*wherever applicable*): (Details in the following format to be provided for all associates) –
 - a. Name of the Company
 - b. Address of the company

c. Nature of Business

d. Brief description of company (not more than 100 words)

e. Website

12. Source of Funds for the Development of Garden and Pavement as per

13. Any other information the Applicant would like to include:

14. Applicant's opinion on the funding of the Project through their CSR/CER funds:

15. Details of similar works done by the agency in the last 5 years.

16. Suggestions.

Place:

Date:

Name & Signature:

Designation:

Company Seal

Annexure 3 - Details of Representative from Applicant

EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

Name of the company/firm	
Name of the employee:	
Date of Birth (DD/MM/YYYY):	
Duration of work experience with the Company/Firm (in years):	
Nationality	
Current designation, with details of responsibilities assigned at the firm:	
Summary of relevant experience:	
Certification: I, the undersigned, certify that the above provided data is correct and confirm my availability to the firm for the proposed work should it be awarded to the firm.	
[Signature of employee]	Date:
Full Name of the employee	
[Signature of authority]	Date:
Full Name of the authority	

Annexure 4 - Technical Credentials of the Applicant

EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

Details of the work and services in similar works (including the on-going projects)

Sl. No.	Name of the Project	Name of the Customer/ Client	Scope of work	Duration of Contract		Project Value (Rs. Cr)	Remarks
				Start date	Completion date		
1							
2							
3							
4							

*** use additional sheets if required**

Submit documentary proofs for the above work experience (work order, completion certificate, presentation, client certificate)

Annexure 5 - Financial Credentials of the Applicant

EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

The Applicant shall indicate the annual turnover and net present worth of the company from last 5 years based on the audited balance sheet/financial statement.

Financial Year	Annual Turnover (Rs. Cr)	Net Present Worth as on March 2024 (Rs. Cr)
2021-2022		
2022-2023		
2023-2024		

Annexure 6 - Information for the submission process of EOI

EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

1. The Document will be available on websites www.eprocure.gov.in and www.mumbaiport.gov.in for downloading. The last date of submission of 01.08.2024 at 03:00 PM.
2. Documents to be submitted –
 - A. Letter for EOI
 - B. Description of Applicant
 - C. Applicant’s opinion/suggestions on the funding of the Project
 - D. Technical Credentials of the Applicant along with the Documents to prove them
 - E. Financial Credentials of the Applicant
 - F. Conceptual ideas for Garden and Pavement Development
3. The bidders are required to submit soft copies of their bids electronically on the CPP Portal, using valid Digital Signature Certificates. The instructions are given in Chapter 1 of EOI document.
4. If required can arrange for site visit.

Annexure 7–Location of the Plot for Garden Development
EOI No.1/2024

“Development of Garden and Pavement through Private Participation in Ballard Estate”

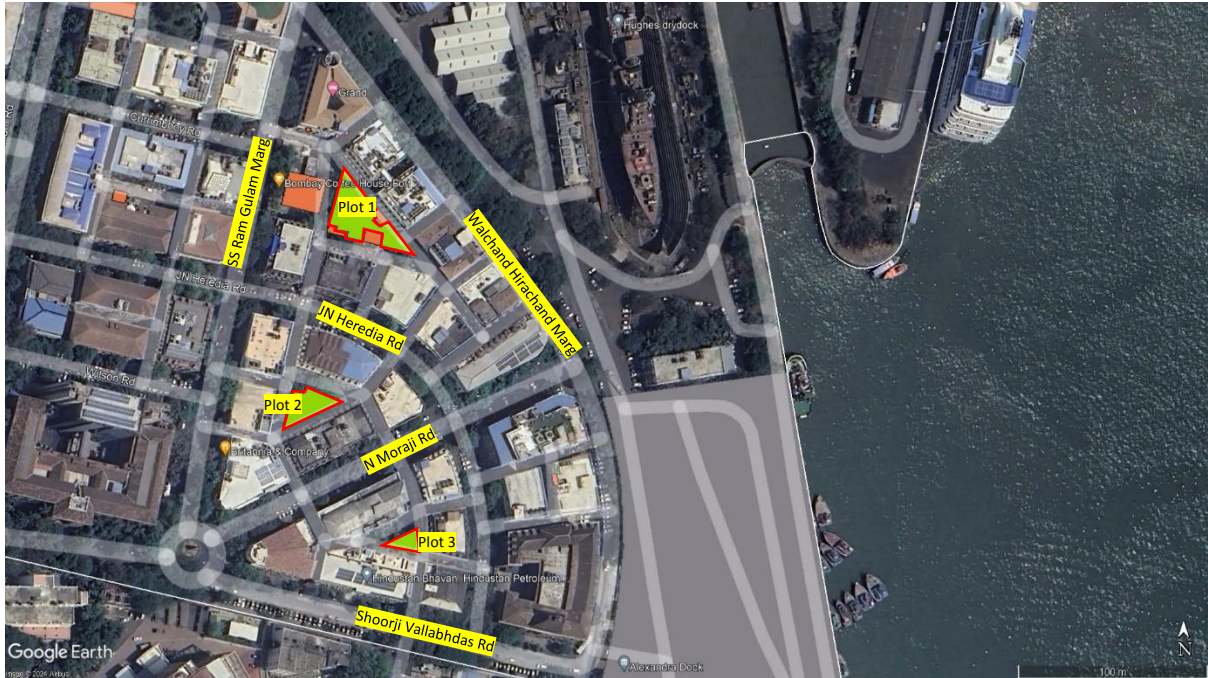


Figure 8. Google Earth Image, Highlighting identified open spaces in Ballard Estate for Development