



**Expression of Interest (EOI) for  
Establishing "Commune - Work Near Home" Centers under the Label  
of Kerala Development and Innovation Strategic Council (K-DISC)  
through Operating Partner led model**

Ref. No: P/K-DISC/2025/12/1

Dated 28<sup>th</sup> February 2026

KERALA DEVELOPMENT AND INNOVATION STRATEGIC COUNCIL (K-DISC)  
India Heights, Govt. Women's College Road, Vazhuthacaud, Thiruvananthapuram – 695014  
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All information contained in this Expression of Interest (“EOI”) and subsequently provided is shared in good faith and with genuine intent. While this EOI does not constitute a contract or an offer to enter into a contract, agencies shortlisted through this process may be invited to enter into a formal agreement based on further evaluation and mutual consent. Kerala Development Innovation Strategic Council (K-DISC) reserves the right to cancel this EOI and/or invite proposals afresh with or without amendments without assigning any reason to anyone. The purpose of this document is to provide the applicants with information to assist in formulation of their proposals. Each applicant may conduct its own independent investigation and analysis and is free to check the accuracy, reliability, and completeness of the information in this document.

Submission of proposal to K-DISC does not guarantee the selection or engagement of the applicant. Under no circumstances will K-DISC be held responsible or liable in any way for any claims, damages, losses, expenses, costs, or liabilities whatsoever resulting from or arising directly or indirectly by application or non-application to this EOI.

### EOI Document Details

Ref. No. and Date : P/K-DISC/2025/12/1 Dated 28<sup>th</sup> February 2026

Date of Issue of Notice Inviting EOI: 28<sup>th</sup> February 2026

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EOI Submission Closing Date (via Email and Hard copy): 20<sup>th</sup> April 2026

Result Publishing on K-DISC website: To be notified

Hard copy in addition to the email submission has to reach the below address before last date.

Issued by:

The Member Secretary,

Kerala Development and Innovation Strategic Council (K-DISC),  
2nd Floor, India Heights Building, Govt. Women’s College Road,  
Vazhuthacaud, Thiruvananthapuram – 695014

# Expression of Interest (EOI)

## Establishing "Commune - Work Near Home" Centers under the Label of Kerala Development and Innovation Strategic Council (K-DISC) through Operating Partner led model

### 1. Introduction

Kerala Development and Innovation Strategic Council (K-DISC) is the strategic think-tank and advisory body of the Government of Kerala, mandated to formulate forward-looking development strategies rooted in technology, innovation and social inclusion for the State's socio-economic transformation. It designs and supports path-breaking initiatives in areas such as knowledge economy, skilling, innovation ecosystems and technology adoption, aiming to address challenges in employment, health, social security and infrastructure with a strong pro-poor and gender-just focus.

K-DISC invites Expressions of Interest (EOI) from eligible entrepreneurs, individuals, entities, start-ups, and organizations for establishing and operating "Commune - Work Near Home" (WNH) centres across various locations in Kerala under an **operating partner led model**.

The initiative is aimed at promoting decentralized workspaces in line with Kerala's vision of enhancing digital infrastructure and accessibility at the grassroots level. This EOI incorporates Government-backed financing support to enable qualified Operating Partners (OP) to establish and operate sustainable WNH centres.

The Government of Kerala initiated Kerala Knowledge Economy Mission to boost job prospects in the State by supporting knowledge Workers and thereby transforming Kerala into a Knowledge Economy. The Mission is being spearheaded by Kerala Development and Innovation Strategic Council (K-DISC).

The primary focus of KKEM is to facilitate knowledge sector jobs that could be executed by the people while staying within the geographical boundaries of the State. KKEM intends to leverage digital technologies to carry out works whose actual point of execution is in a secondary urban space by adopting a new work model such as Work from home. The success of such a system heavily depends on a strong infrastructure facility including uninterrupted power and high speed internet connectivity. Most of the knowledge workers might not be able to ensure the same in their residence.

The rapid changes in technology have disrupted the engagement of people too. Both employer and employee are moving away from the lifetime employment dictum of the industrial era and

increasingly embracing short-term engagements and freelance jobs. The spread of the gig economy is reflected in all sectors and the growth of the gig economy in India is almost 40%, and Kerala being a state having a high ratio of knowledge workers can leverage this transformation positively.

Across globe, start-ups are spearheading the innovation revolution and the emergence of high-impact, smart but small format organizations are driving growth in the global as against the industrial age paradigm of a few large monolithic organizations driving the growth. Kerala's 13th Five-year plan document clearly spelt out that the future of Kerala's industrial growth shall be dependent on high-impact smart and small technology-based enterprises. Being small these organizations require people with specific talents at different points in time and hence most often they engage people on short-term contracts. Kerala's Start-up ecosystem is very strong and is considered a top performer in the country. More than 3000 start-ups are working in Kerala and more than 30000 employments is generated by these start-ups and Government intends to increase the number of start-ups to 15000 and this may further enhance the employment to a minimum of 1.5 lakh.

Across the globe, large organizations are favouring networks of small, decentralized and distributed organizations and increasingly promoting remote jobs. This techonomic shift in the nature of the organization in general and work in particular also gives Kerala a great opportunity to become the cradle of knowledge work. It is roughly estimated that 10% of India's IT force is from Kerala. Leveraging the new change in work models, the expatriate Keralite workforce may opt to work from Kerala.

In the above context, the Government of Kerala proposed establishing Work Near Home, a distributed network of decentralized co-working office spaces across the State with state-of-the-art facilities on par with International Standards. This would be established as part of Kerala Knowledge Economy Mission Programmes. KKEM has proposed to establish at least one Work Near Facility in each Local Self Government Institution in the State.

With a view to ensuring professional management of the WNH facility with prudent and efficient operations, optimum utilization of the facilities and the delivery of high-quality work, KKEM intends to operationalize these WNH facilities through competent operating partners from both the public and private sectors.

## 2. Objective

The primary objective of this EOI is to identify suitable operating partners who can set up and manage WNH centres while utilizing the K-DISC branding under "**Commune - Work Near Home**" label, thereby enabling professional and inclusive co-working environments close to residential areas. By combining K-DISC brand backing with accessible financing models, this initiative aims to scale the Work Near Home concept across Kerala's Tier-II and Tier-III towns and rural areas.

### 3. Scope of the Partnership

- Selected OPs will be authorized to operate under the "**Commune - Work Near Home**" label.
- OPs will have access to Government-backed financing support (as detailed in Section 5 below) to establish and operate their centres.
- They will be granted the non-exclusive right to use K-DISC branding, subject to compliance with agreed-upon brand guidelines and quality standards.
- **Profit Sharing:** The Operating Partner shall share profits from the WNH centre with K-DISC in accordance with the approved profit-sharing model (presently 90:10, i.e., 90% to the Operating Partner and 10% to K-DISC) or as per the agreed terms which will be further detailed in the Operating Partner Agreement.

### 4. Financing Model -- Operating Partner Initiated Model

#### a. Loan Structure

The Government of Kerala, through Kerala Infrastructure Investment Fund Board (KIIFB), has approved a financing framework to support Operating Partners in establishing WNH centres:

#### Capital Expenditure Financing (80:20 Model):

- **Operating Partner can avail interest-free loan support up to 80% of the total project cost** from KIIFB (administered through K-DISC) to setup Work Near Home Centres anywhere in the State as per the approved DPR (Detailed Project Report) for the specific location.
- **The responsibility of identifying the balance 20% of the project cost will be that of the Operating Partner.**
- The project cost shall include: DPR preparation cost, rent advance, marketing cost, project execution cost, and other infrastructure and establishment expenses.
- **Preference Based on Lower Loan Requirement** - While the Operating Partner is eligible to avail interest-free loan support of up to 80% of the total approved project cost, the actual percentage of loan support requested by the qualified bidders may be lower than this ceiling. Among the technically qualified and otherwise eligible bidders, preference shall be given, at the stage of final selection, to those bidders who opt for a lower percentage of loan support (i.e., less than 80% of the total project cost), subject to the overall viability of the project and availability of funds as assessed by K-DISC.

#### b. Loan Administration

- K-DISC acts as the Special Purpose Vehicle (SPV) and nodal agency for loan disbursement and monitoring.
- An agreement shall be executed between the Operating Partner and K-DISC outlining all terms and conditions.

- KIIFB will advance funds to K-DISC based on milestones mutually set by KIIFB and K-DISC.
- K-DISC will advance funds to the Operating Partner as per milestones set based on project progress.

### **c. Project Timeline**

- K-DISC will ensure the completion of each Work Near Home Centre **within 120 days** from the date of project sanction.

### **d. Moratorium and Repayment Schedule**

- **Moratorium Period:** The moratorium on principal repayment shall commence from the earlier of (a) one year from the date of disbursement of the last approved milestone payment, or (b) the first anniversary of the scheduled date for the last milestone payment as per the approved work breakdown structure (WBS) and disbursement schedule, irrespective of any delay in availing or disbursement of such last milestone.
- **Repayment Period:** Equal Quarterly Instalments over **10 years** (following the moratorium period).
- **Interest Rate:** The loan is **interest-free** during the repayment period. However, in case of breach or violation of the operating agreement, the Operating Partner shall be bound to repay any outstanding balance at an interest rate of **18%**.

### **e. Facility Standards and Compliance**

- The facility developed under this scheme must be in accordance with the relevant IS standards for all construction requirements.
- The facility must be used **exclusively for the purposes mentioned under the Work Near Home Project**.
- If at any time the agreement is violated, the Operating Partner shall be bound to repay the outstanding loan balance to K-DISC at 18% interest rate.
- Violations may also result in termination of franchise rights and removal of K-DISC branding.

### **f. Profit Sharing and Revenue Model**

- After all expenditures, including loan repayment, the profit generated from the venture shall be appropriated between the Operating Partner and K-DISC on a **90:10 ratio** (90% to Operating Partner, 10% to K-DISC).
- Operating Partners are free to determine the pricing, subject to affordability guidelines and transparency in billing.

### **g. Long-Term Ownership**

- After the loan is fully repaid (approximately 11 years after disbursement), the **first right of denial shall vest with the Operating Partner**, meaning the Operating Partner will have the option to acquire full ownership of the facility or negotiate terms for continued partnership with K-DISC.

## **5. Eligibility Criteria & Evaluation Framework**

### **a. Mandatory Eligibility Criteria**

Interested parties should meet the following minimum eligibility criteria:

- Must be a registered entity/organization/individual with the legal capacity to enter into agreements (Registration certificate, Memorandum & Articles of Association / Partnership Deed / LLP Agreement, Profile of organisation/individual with Board Resolution/Power of Attorney/Authorisation letter, PAN, TAN, GST registration no. to be provided)
- Should demonstrate the financial and operational capacity to set up and manage co-working spaces.
- Must possess or have access to suitable real estate/infrastructure for the centre(s) or the ability to procure such space.
- Prior experience in IT/ITES, co-working spaces, facility management, or related fields is desirable (List of projects executed under the IT/ITES sector and its value to be specified).
- Must be capable of contributing 20% of the project cost as required under the financing model.
- Should be willing to comply with operational standards, quality benchmarks, and brand guidelines as specified by K-DISC (Undertaking in the letter head as per Annexure A).

### **b. Marking Scheme for Eligibility Criteria**

The following detailed marking scheme shall be applied for evaluating EOI proposals. Each criterion includes specific scoring parameters to ensure fair, transparent, and objective evaluation:

<b>S.No.</b>	<b>Criteria</b>	<b>Max Marks</b>	<b>Detailed Scoring Parameters</b>	<b>Supporting documents</b>
<b>1</b>	<b>Applicant Profile &amp; Financial Credentials</b>	<b>20</b>		

1.1	Financial Stability	15	<p><b>Annual Turnover (Last 3 Years Average) (10 marks):</b></p> <ul style="list-style-type: none"> <li>• Above Rs. 1 Crore - 10 marks</li> <li>• Rs. 50 Lakhs to Rs. 1 Crore - 8 marks</li> <li>• Rs. 25 Lakhs to Rs. 50 Lakhs - 6 marks</li> <li>• Below Rs. 25 Lakhs - 4 mark</li> </ul> <p><b>Net Worth/Financial Position (5 marks):</b></p> <ul style="list-style-type: none"> <li>• Positive net worth above Rs. 50 Lakhs - 5 marks</li> <li>• Positive net worth Rs. 25-50 Lakhs - 4 marks</li> <li>• Positive net worth Rs. 10-25 Lakhs - 3 marks</li> <li>• Positive net worth below Rs. 10 Lakhs - 1 mark</li> <li>• Negative net worth - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Audited Balance Sheet &amp; P&amp;L for last 3 years (CA signed)</li> <li>• CA certificate showing: <ul style="list-style-type: none"> <li>a. Average annual turnover (last 3 years)</li> <li>b. Net worth as on last audited date</li> </ul> </li> <li>• Latest Income Tax Return (ITR) acknowledgement</li> </ul>
1.2	Experience in Relevant Sector	5	<p><b>Prior Experience (5 marks):</b></p> <ul style="list-style-type: none"> <li>• 5+ years in IT/ITES/co-working/facility mgmt - 5 marks</li> <li>• 3-5 years in relevant sector - 4 marks</li> <li>• 1-3 years in relevant sector - 2 marks</li> <li>• Less than 1 year or no direct experience - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• List of relevant projects in IT/ITES/co-working/facility management (client, location, duration, value)</li> <li>• Work orders/LoAs/MoUs/Agreements for past projects</li> <li>• Completion certificates/performance certificates</li> <li>• Self-declaration on years of experience with start year</li> </ul>
2	Location Feasibility &	15		

	<b>Demand Potential</b>			
2.1	Strategic Alignment with K-DISC Vision	7	<b>Location Type (7 marks):</b> <ul style="list-style-type: none"> <li>• Tier-II/Tier-III towns or rural LSGIs without existing WNH - 7 marks</li> <li>• Semi-urban areas with limited co-working options - 5 marks</li> <li>• Urban areas with existing facilities - 3 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Note on proposed location: district, LSGI, Tier-II/III classification</li> <li>• Map extract showing location within LSGI</li> </ul>
2.2	Accessibility and Demand	8	<b>Location Accessibility (8 marks):</b> <ul style="list-style-type: none"> <li>• Within 500m of public transport hub, accessible by multiple routes - 8 marks</li> <li>• Within 1 km of public transport, accessible location - 5 marks</li> <li>• Beyond 1 km, limited accessibility - 3 mark</li> </ul>	<ul style="list-style-type: none"> <li>• Location map with distance to nearest transport hub</li> <li>• Photographs of approach roads and transport points</li> </ul>
<b>3</b>	<b>Infrastructure Proposed</b>	<b>15</b>		
3.1	Space Details including Dimensions and Amenities	8	<b>Floor Area (4 marks):</b> <ul style="list-style-type: none"> <li>• Above 3000 sq.ft. - 4 marks</li> <li>• 2000-3000 sq.ft. - 3 marks</li> <li>• 1500-2000 sq.ft. - 2 marks</li> <li>• 1000-1500 sq.ft. (minimum) - 1 mark</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership documents: <ul style="list-style-type: none"> <li>a. Title deed/property tax receipt (if owned)</li> <li>b. Registered lease/rental agreement with tenure and area (if leased)</li> <li>c. Survey number and building number</li> </ul> </li> <li>• Building plan/floor plan (to scale) showing: <ul style="list-style-type: none"> <li>a. Total floor area (sq.ft)</li> </ul> </li> </ul>

			<ul style="list-style-type: none"> <li>• Below 1000 sq.ft. - 0 marks (Disqualified)</li> </ul> <p><b>Amenities Proposed (4 marks):</b></p> <ul style="list-style-type: none"> <li>• All of: Private cabins, meeting rooms, pantry, washrooms, reception, backup power, 100+ Mbps internet - 4 marks</li> <li>• 5-6 amenities from above list - 3 marks</li> <li>• 3-4 basic amenities - 2 marks</li> <li>• Less than 3 amenities - 1 mark</li> </ul>	<p>b. Layout of workstations, cabins, meeting rooms, reception, pantry, washrooms</p> <ul style="list-style-type: none"> <li>• Photographs of interior/exterior (if existing)</li> <li>• Amenities declaration sheet listing all proposed amenities</li> </ul>
3.2	Capacity (Seating)	7	<p><b>Number of Workstations (7 marks):</b></p> <ul style="list-style-type: none"> <li>• 50+ seats - 7 marks</li> <li>• 30-49 seats - 5 marks</li> <li>• 15-29 seats - 3 mark</li> <li>• Below 15 seats - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed seating plan marked on floor plan</li> <li>• Summary table: hot desks, dedicated desks, cabins, meeting room seats</li> </ul>
4	<b>Operational Model &amp; Business Plan</b>	20		
4.1	Business Plan Viability	8	<p><b>Business Model Clarity (4 marks):</b></p> <ul style="list-style-type: none"> <li>• Comprehensive plan with pricing strategy, customer segments, marketing, operations - 4 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Business plan document (10-20 pages) covering: <ul style="list-style-type: none"> <li>a. Vision, target segments, services, pricing strategy</li> <li>b. Marketing and sales plan</li> <li>c. Operational processes, staffing plan, vendor management</li> </ul> </li> <li>• Risk analysis note: key risks and mitigation measures</li> </ul>

			<ul style="list-style-type: none"> <li>• Moderate plan covering key aspects - 3 marks</li> <li>• Basic plan with limited detail - 2 marks</li> <li>• Vague or incomplete plan - 1 mark</li> </ul> <p><b>Risk Mitigation Strategy (4 marks):</b></p> <ul style="list-style-type: none"> <li>• Detailed risk analysis with mitigation plans - 4 marks</li> <li>• Basic risk identification and mitigation - 2 marks</li> <li>• No risk analysis - 0 marks</li> </ul>	
4.2	Revenue Projections	12	<p><b>Revenue Forecast Quality (6 marks):</b></p> <ul style="list-style-type: none"> <li>• Realistic 3-year projections with monthly breakdown, assumptions clearly stated - 6 marks</li> <li>• Basic annual projections with some assumptions - 4 marks</li> <li>• Generic or unrealistic projections - 2 mark</li> </ul> <p><b>Break-even Timeline (6 marks):</b></p> <ul style="list-style-type: none"> <li>• Break-even within 18 months - 6 marks</li> <li>• Break-even within 24 months - 4 marks</li> <li>• Break-even beyond 24 months - 2 mark</li> <li>• No break-even analysis - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Excel/worksheet with signed PDF containing: <ul style="list-style-type: none"> <li>a. 3-year revenue projections (monthly for Year 1, quarterly for Years 2-3)</li> <li>b. Assumptions: tariff per seat, occupancy, ancillary revenues</li> </ul> </li> <li>• Break-even analysis sheet:</li> <li>• Fixed and variable costs, contribution margin, break-even month</li> </ul>

5	<b>Financial Proposal &amp; Funding</b>	15		
5.1	Detailed Costing	7	<p><b>Cost Breakdown (7 marks):</b></p> <ul style="list-style-type: none"> <li>• Itemized costs: rent advance, furniture, equipment, fit-out, IT, DPR, marketing, contingency (all items) - 7 marks</li> <li>• Most cost categories covered (6-7 items) - 5 marks</li> <li>• Basic cost breakdown (4-5 items) - 3 marks</li> <li>• Vague costing - 1 mark</li> </ul>	<ul style="list-style-type: none"> <li>• Project cost estimate sheet (Excel + signed PDF) itemizing: <ul style="list-style-type: none"> <li>a. Rent advance, fit-out/interiors, furniture, IT hardware</li> <li>b. Networking, generators/inverters, DPR, marketing, contingency</li> </ul> </li> <li>• Supporting quotations/estimates from vendors (fit-out, furniture, IT, power backup)</li> </ul>
5.2	Projected Financial Viability	5	<p><b>Profitability Analysis (5 marks):</b></p> <ul style="list-style-type: none"> <li>• 3-year P&amp;L with positive EBITDA by Year 2, realistic expense projections - 5 marks</li> <li>• Basic P&amp;L showing profitability trend - 3 marks</li> <li>• Limited financial projections - 2 marks</li> <li>• No viability analysis - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• 3-year projected P&amp;L, Cash Flow, and Balance Sheet</li> <li>• Calculation showing EBITDA positive by Year 2</li> <li>• Note on key financial assumptions (rent, salaries, utilities, maintenance, marketing)</li> </ul>
5.3	Bidder Capability to Fund 20% CapEx	3	<p><b>Funding Capacity (3 marks):</b></p> <ul style="list-style-type: none"> <li>• Bank statements/CA certificate showing liquid funds <math>\geq</math> 20% project cost - 3 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Bank statements for last 3 months showing balances</li> <li>• CA certificate confirming liquid funds <math>\geq</math> 20% of project cost</li> <li>• Fixed deposit receipts/sanction letters (if applicable)</li> </ul>

			<ul style="list-style-type: none"> <li>• Documented proof of 15-20% funding capacity - 2 marks</li> <li>• Proof of 10-15% capacity with credible plan for balance - 1 mark</li> <li>• No documented proof - 0 marks (Risk of disqualification)</li> </ul>	<ul style="list-style-type: none"> <li>• Board resolution/self-declaration committing 20% contribution</li> </ul>
<b>6</b>	<b>Loan Utilization Plan</b>	<b>10</b>		
6.1	Clarity of Breakdown	10	<p><b>Loan Utilization Detail (10 marks):</b></p> <ul style="list-style-type: none"> <li>• Itemized breakdown of 80% loan: rent advance (%), fit-out (%), equipment (%), IT (%), DPR (%), marketing (%), contingency (%) - all items with amounts - 10 marks</li> <li>• Most categories with amounts (6-7 items) - 7 marks</li> <li>• Basic breakdown (4-5 items) - 5 marks</li> <li>• Generic allocation without detail - 2 marks</li> <li>• No breakdown - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Loan utilization statement showing: <ul style="list-style-type: none"> <li>a. Total project cost, 80% loan amount, 20% own contribution</li> <li>b. Category-wise allocation of 80% loan with percentage and amount: Rent advance, interiors, IT, furniture, DPR, marketing, contingency</li> </ul> </li> <li>• Gantt chart or timeline mapping loan tranches to project milestones</li> </ul>
<b>7</b>	<b>Social Impact &amp; Community Engagement</b>	<b>5</b>		
7.1	Employment Generation Potential	2	<p><b>Job Creation (2 marks):</b></p>	<ul style="list-style-type: none"> <li>• HR plan/staffing chart: number and type of direct jobs</li> </ul>

			<ul style="list-style-type: none"> <li>• Commitment to create 20+ direct jobs (staff) - 2 marks</li> <li>• 10-20 direct jobs planned - 1 mark</li> <li>• No employment plan - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Self-declaration on planned job creation with timeline</li> </ul>
7.2	Skill Development Initiatives	2	<p><b>Training Programs (2 marks):</b></p> <ul style="list-style-type: none"> <li>• Quarterly workshops/seminars on digital skills, tech training planned - 2 marks</li> <li>• Occasional training events mentioned - 1 mark</li> <li>• No skill development plan - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Concept note on planned quarterly/periodic training and workshops</li> <li>• Draft annual calendar of proposed workshops/seminars</li> </ul>
7.3	Community Outreach Plan	1	<p><b>Community Engagement (1 mark):</b></p> <ul style="list-style-type: none"> <li>• Specific outreach activities planned (partnerships with colleges, LSGIs, community groups) - 1 mark</li> <li>• No outreach plan - 0 marks</li> </ul>	<ul style="list-style-type: none"> <li>• Community outreach plan document: <ul style="list-style-type: none"> <li>a. Proposed partnerships with colleges, LSGIs, business associations</li> <li>b. Types of outreach (awareness sessions, open days, internships)</li> </ul> </li> </ul>
<b>TOTAL MARKS</b>	<b>100</b>			

### c. Qualifying Criteria & Cut-off Marks

- **Minimum Qualifying Score:** 60 marks out of 100
- **Applicants scoring below 60 marks will NOT be considered for further evaluation or selection.**
- **All mandatory eligibility criteria (Section 5, a) must be fully satisfied; failure to meet any mandatory criterion shall result in automatic disqualification, regardless of marks obtained.**

- **Disqualification Triggers:**
  - Floor area below 1,000 sq.ft.
  - Inability to document 20% funding capacity
  - Negative net worth
  - Fraudulent or misleading information

#### **d. Merit List & Selection**

- **Shortlist Preparation:** Only EOI proposals meeting the minimum qualifying score of 60 marks shall be shortlisted.
- **Merit Ranking:** Shortlisted proposals shall be ranked in descending order based on total marks obtained.
- **Final Selection:** Selection committee shall conduct interviews and due diligence of top-ranked bidders as per available capacity and fund allocation.
- **Tie-Breaking Criteria:** In case of equal scores:
  - a) Higher marks in Financial Credentials (Criterion 1)
  - b) Higher marks in Operational Model & Business Plan (Criterion 4)
  - c) Earlier submission timestamp
  
- **Shortlisted applicants will be invited for:**
  - i. Initial discussions and clarifications
  - ii. Formal presentations to the selection committee
  - iii. Submission of detailed proposals and supporting documentation
  - iv. Site visits and due diligence

## **6. Brand Guidelines & Operational Standards**

OPs operating under the "Commune - Work Near Home" brand must adhere to:

### **a. Branding Standards**

- Use of K-DISC brand name and logo in all communications, signage, and promotional materials.
- Adherence to approved brand colors, logos, and visual identity guidelines.
- Standard tagline: "**Close to Home, Closer to Work**" to be used alongside the Commune logo.
- Only approved logo versions in PNG/SVG/PDF formats may be used.

## **b. Infrastructure & Facility Standards**

### **Minimum Requirements:**

- Minimum floor area: **1,000 sq. ft.**
- Easy accessibility by public transport; preferably within residential clusters or near local business hubs.
- Shared workstations, private cabins/meeting rooms, high-speed internet zones, reception area, washrooms, and pantry.
- Ergonomic furniture, well-lit interiors, and noise-reducing partitions.
- **Minimum internet speed: 100 Mbps** (fiber preferred) with backup mobile broadband option.
- Uninterrupted power supply with inverter/generator backup.
- CCTV surveillance in common areas and emergency safety provisions.

## **c. Operational Standards**

- **Hours of Operation:** Minimum 8 AM to 8 PM (24/7 operation optional based on demand).
- **Staffing:** Minimum 1 full-time centre manager and 1 support staff member; staff training in customer service, safety, and tech support. In addition to the core roles indicated in the WNH staffing pattern (such as Centre/Operations Manager, Community Manager, housekeeping and support staff), bidders may also propose a dedicated Security Staff position wherever warranted by local context, operating hours, and facility size, provided overall staffing remains compliant with WNH Operational Standards and financially sustainable.
- **Pricing:** Affordable and transparent, aligned with local economic standards and WNH guidelines. Operating Partners shall design their pricing structure in alignment with the “Commune – Work Near Home” pricing philosophy notified by K-DISC, which emphasises affordability, local income levels, and inclusivity. As a general principle, tariffs for hot desks, dedicated desks, cabins and meeting rooms shall be competitive with prevailing rates in comparable Tier-II/Tier-III locations, while remaining accessible to freelancers, remote employees and small enterprises in the locality. Cross-subsidisation models (for example, differential pricing for students, women, and marginalised groups) and transparent, all-inclusive pricing (with clear disclosure of any deposits or add-on charges) are encouraged to ensure that the centres remain financially sustainable yet socially impactful. OPs may be required to submit their detailed pricing sheet at the time of agreement finalisation and revise it periodically in consultation with K-DISC.
- **Safety & Hygiene:** Daily cleaning, fire safety compliance, biometric/smart card access (if feasible).
- **Technology:** Digital booking and payment systems, user tracking, and feedback collection.
- **Community Engagement:** Host regular workshops, seminars, and training sessions on tech and digital skills.

#### **d. Reporting & Compliance**

- Monthly performance reports to K-DISC covering occupancy rates, financials, operational issues, and feedback.
- Compliance with all local building codes, labour laws, safety standards, and GST regulations.
- Subject to periodic inspections and audits by K-DISC to ensure standard compliance.

### **7. Jurisdiction Clause**

#### **a. Applicable Law & Jurisdiction**

- This EOI and all subsequent agreements shall be **governed by the laws of the Republic of India** and specifically the laws applicable in the State of Kerala.
- Any dispute arising from or related to this EOI or the Operating Partner Agreement shall be subject to the **exclusive jurisdiction of the courts in Thiruvananthapuram, Kerala**.
- Both parties agree to submit to the arbitration proceedings as per the Arbitration and Conciliation Act, 1996 (if applicable), with the place of arbitration being Thiruvananthapuram, Kerala.
- All notices, communications, and legal proceedings shall be addressed to the parties as specified in the Operating Partner Agreement.

#### **b. Compliance with Local Authority**

- The Operating Partner shall comply with all applicable municipal, state, and national laws and regulations.
- The Operating Partner shall obtain all necessary licenses, permits, and approvals from local authorities before commencing operations.
- Any disputes with local authorities regarding land use, building codes, or other compliance issues shall be the responsibility of the Operating Partner, in coordination with K-DISC as required.

### **8. Breach of Contract: Risk Purchase & Alternative Option Clause**

#### **a. Breach of Contract Definition**

A **breach of contract** is defined as any material violation of the Operating Partner Agreement, including but not limited to:

- Failure to maintain facility standards and compliance benchmarks as specified by K-DISC.

- Non-payment of loan instalments or equity share obligations.
- Unauthorized use of K-DISC branding or violation of brand guidelines.
- Use of the facility for purposes other than the Work Near Home Project.
- Failure to maintain minimum operational standards (hours, staffing, safety compliance).
- Failure to submit required monthly performance reports.
- Any fraudulent, illegal, or unethical conduct related to the project.
- Default in paying taxes, fees, or other statutory obligations.

### **b. Breach Risk Purchase – Contingency Clause**

In the event of material breach by the Operating Partner, K-DISC shall have the following options:

#### Option A: Remediation Period

- Upon detection of breach, K-DISC shall issue a **written notice** to the Operating Partner specifying the nature of breach and providing a **30-day remediation period** to correct the violation.
- If the Operating Partner satisfactorily remedies the breach within the specified period, the matter shall be considered resolved.
- If the breach is not remedied within 30 days, K-DISC may proceed to Option B.

#### Option B: Alternative Operating Partner Appointment

- In lieu of Option B, K-DISC may choose to **appoint an Alternative Operating Partner** to take over the management and operations of the centre.
- The original Operating Partner shall **forfeit all operational rights and branding privileges**.
- The original Operating Partner shall remain liable for outstanding loan balances and any penalties as per the agreement.
- The loan shall be transferred to the new Alternative Operating Partner, subject to renegotiated terms and conditions.

### **c. Conditions for Triggering Breach Clause**

The Breach Risk Purchase and Alternative Option Clause shall be triggered only under the following conditions:

- **Material Breach:** The breach must be material in nature and substantially impact the operations, financial sustainability, or K-DISC's interests.
- **Notice & Cure Period:** The Operating Partner must have been provided with written notice and a reasonable opportunity to cure the breach (minimum 30 days, except in cases of fraud or illegal activity where immediate action may be taken).
- **Non-Remediation:** The breach remains uncorrected after the remediation period has expired.
- **Documented Evidence:** K-DISC must maintain documented evidence of the breach through inspections, audits, or compliance reports.

#### **d. Recovery of Outstanding Dues**

- Upon triggering of the Breach Clause, **all outstanding loan balances shall become immediately due and payable** (with applicable interest as specified in the agreement).
- K-DISC shall have the right to recover outstanding dues through forfeiture of the Operating Partner's securities or guarantees, adjustment against any amounts otherwise payable to the Operating Partner, and/or legal action and recovery proceedings as permitted by law.

#### **e. Bank Guarantee / Earnest Money Deposit (EMD)**

- To ensure secure implementation and safeguard project execution, K-DISC reserves the right to require the selected Operating Partner to furnish either a Bank Guarantee (BG) or an Earnest Money Deposit (EMD), as may be specified at the time of issuing the Letter of Intent / Agreement. The quantum of such BG/EMD is stipulated as 5% of the total project cost quoted by the Operating Partner. The detailed terms, validity period, format of BG/EMD, and conditions for invocation or release shall be set out in the Operating Partner Agreement and/or subsequent communications issued by K-DISC.

#### **f. Protection of Operator Rights**

- K-DISC shall not invoke the Breach Clause capriciously or in bad faith.
- The Operating Partner shall have the right to dispute the breach claim and seek mediation or arbitration (as per Section 9.1).
- Minor operational deviations that do not materially impact the project shall not constitute grounds for breach.
- K-DISC shall provide written documentation of all breaches and remediation opportunities.

### **9. Support Provided by K-DISC**

While K-DISC provides financing access and branding support, the following non-financial and financial assistance is extended:

#### **Financial Support:**

- Interest-free loan up to 80% of project cost from KIIFB (as detailed in Section 4)

#### **Non-Financial Support:**

- Use of K-DISC name and logo with brand guidelines
- Listing on K-DISC website and digital platforms
- Guidance on setup, operations, and branding compliance
- Occasional joint campaigns, networking events, and ecosystem partnerships
- Access to K-DISC's network of investors, mentors, and startup partners

## 10. Submission Details & Timeline

### EOI Submission:

Submissions must be sent via email and post to:

#### **The Member Secretary,**

Kerala Development and Innovation Strategic Council (K-DISC),  
2nd Floor, India Heights, Govt. Women's College Road,  
Vazhuthacaud, Thiruvananthapuram - 695014

**Email:** [wnh@kdisc.kerala.gov.in](mailto:wnh@kdisc.kerala.gov.in)

**Submission Deadline:** 20<sup>th</sup> April 2026 at 5:00 PM IST

**Format:** PDF or DOCX format, maximum 20 MB

**Subject Line:** "EOI -- Commune WNH Center -- [Proposed Location]"

Hard copy in addition to the email submission has to reach the below address before last date. The hard copy proposal cover must have the above subject line in addition to the applicant details.

## 11. Terms & Conditions

- All information submitted will be treated as confidential.
- K-DISC reserves the right to reject any EOI that does not meet eligibility criteria or quality standards.
- K-DISC shall not be liable for any costs incurred by applicants in preparing or submitting the EOI.
- Selected OPs will be required to enter into a formal Operation & Loan Agreement with K-DISC detailing all terms, obligations, and compliance requirements.
- The tenure of the agreement shall be for a period aligned with the loan repayment schedule (approximately 11 years), after which terms may be renegotiated.
- All Operating Partners must comply with applicable government regulations, local authority requirements, and environmental standards.

**Issued by:** Kerala Development and Innovation Strategic Council (K-DISC)

**Date:** 28<sup>th</sup> February 2026

**Note:** This EOI is subject to the Government Orders issued by the Planning and Economic Affairs (Development & Innovation) Department, Government of Kerala, concerning the Work Near Home Programme and the Operating Partner Initiated Model for centre establishment.

## ANNEXURE - A

### UNDERTAKING FOR COMPLIANCE WITH OPERATIONAL STANDARDS, QUALITY BENCHMARKS, AND BRAND GUIDELINES

To,

**The Member Secretary,**

Kerala Development and Innovation Strategic Council (K-DISC),  
2nd Floor, India Heights, Govt. Women's College Road,  
Vazhuthacaud, Thiruvananthapuram – 695014

**Subject:** Undertaking for Compliance with K-DISC Operational Standards, Quality Benchmarks, and Brand Guidelines for "Commune - Work Near Home" Centre

**Ref:** Expression of Interest (EOI) for Establishing "Commune - Work Near Home" Centers under Operating Partner Led Model

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**Date:** \_\_\_\_\_

I/We, \_\_\_\_\_ (Name of Applicant/Entity), having registered office at

\_\_\_\_\_ (Complete Address), represented by

\_\_\_\_\_ (Name of Authorized Signatory), hereby submit this undertaking in connection with our application for establishing and operating a "Commune - Work Near Home" (WNH) Centre under the Kerala Development and Innovation Strategic Council (K-DISC).

### UNDERTAKING AND COMMITMENT

I/We hereby solemnly affirm, declare, and undertake that:

#### 1. Full Compliance with K-DISC Standards

I/We shall comply with **all operational standards, quality benchmarks, and brand guidelines** specified by K-DISC for the "Commune - Work Near Home" centres, including but not limited to:

- **Operational Standards:** Minimum operating hours (8 AM - 8 PM), adequate staffing (minimum 1 centre manager + 1 support staff), transparent pricing, safety and hygiene protocols, technology standards (100 Mbps internet with backup), and community engagement activities.

- **Quality Benchmarks:** Minimum 1,000 sq. ft. floor area with specified amenities (workstations, cabins, meeting rooms, pantry, washrooms, reception), uninterrupted power supply with backup, CCTV surveillance, accessibility by public transport, and maintenance of international co-working standards.
- **Brand Guidelines:** Authorized use of K-DISC brand name, logo, colors, and tagline ("*Close to Home, Closer to Work*") as per approved formats only; no unauthorized modifications; prior approval for all marketing materials using K-DISC branding.

## 2. Reporting and Compliance Obligations

I/We shall:

- Submit monthly performance reports to K-DISC covering occupancy, financials, operations, and user feedback.
- Comply with all applicable local, state, and national laws, regulations, building codes, and safety standards.
- Facilitate periodic inspections and audits by K-DISC and address non-compliance issues within stipulated timelines.

## 3. Exclusive Use and Consequences of Non-Compliance

I/We undertake that:

- The facility shall be used **exclusively for Work Near Home Project purposes** and not diverted for any other use without K-DISC's prior written consent.
- Any violation may result in remediation notice (30 days), penalties, termination of franchise rights, removal of branding, asset purchase by K-DISC, or appointment of Alternative Operating Partner.
- Outstanding loan balance shall become immediately due at 18% interest per annum in case of breach.

## 4. Legal Binding Nature

This undertaking is provided voluntarily with full knowledge of all obligations. It shall form an integral part of the Operating Partner Agreement and shall be legally binding. I/We declare that all information herein is true and correct.

## DECLARATION

I/We hereby declare that the information provided in this undertaking is true, correct, and complete to the best of my/our knowledge and belief. I/We understand that any false or misleading information may result in disqualification from the EOI process or termination of the Operating Partner Agreement.

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**For and on behalf of:**

**Name of Entity/Individual:** \_\_\_\_\_

Registration Number (if applicable): \_\_\_\_\_

PAN: \_\_\_\_\_

GST Number (if applicable): \_\_\_\_\_

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**Authorized Signatory:**

**Name:** \_\_\_\_\_

**Designation:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Place:** \_\_\_\_\_

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*Affix Company Seal/Stamp, if applicable*

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**Witness 1:**

**Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Address:**

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**Witness 2:**

**Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Address:**

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**Note:** This undertaking must be submitted on the entity's/individual's letterhead along with the Expression of Interest (EOI) application.

## Appendix A: Evaluation Marking Sheet Template

S.No.	Criteria	Max Marks	Score Obtained	Remarks
<b>1</b>	<b>Applicant Profile &amp; Financial Credentials</b>	<b>20</b>		
1.1	Financial Stability (Turnover + Net Worth)	15		
1.2	Experience in Relevant Sector	5		
<b>2</b>	<b>Location Feasibility &amp; Demand Potential</b>	<b>15</b>		
2.1	Strategic Alignment with K-DISC Vision	7		
2.2	Accessibility and Demand	8		
<b>3</b>	<b>Infrastructure Proposed</b>	<b>15</b>		
3.1	Space Dimensions and Amenities	8		
3.2	Capacity (Seating)	7		
<b>4</b>	<b>Operational Model &amp; Business Plan</b>	<b>20</b>		
4.1	Business Plan Viability	8		
4.2	Revenue Projections	12		
<b>5</b>	<b>Financial Proposal &amp; Funding</b>	<b>15</b>		
5.1	Detailed Costing	7		
5.2	Projected Financial Viability	5		
5.3	Bidder Capability to Fund 20% CapEx	3		
<b>6</b>	<b>Loan Utilization Plan</b>	<b>10</b>		
6.1	Clarity of Breakdown	10		
<b>7</b>	<b>Social Impact &amp; Community Engagement</b>	<b>5</b>		
7.1	Employment Generation Potential	2		
7.2	Skill Development Initiatives	2		
7.3	Community Outreach Plan	1		
<b>TOTAL MARKS</b>		<b>100</b>		
<b>QUALIFYING SCORE (60/100)</b>				<b>PASS/FAIL</b>

# Appendix B: Quick Reference - Scoring Guidelines for Evaluators

## Financial Credentials Quick Reference

- **Turnover Assessment:** Check last 3 years' balance sheets. Calculate average annual turnover.
- **Net Worth Calculation:** Total Assets minus Total Liabilities from latest audited balance sheet.
- **Experience Verification:** Count years from registration certificate date or project completion certificates.
- **20% Funding Proof:** Look for bank statements (last 3 months), CA certificate, or fixed deposit certificates showing liquid funds.

## Infrastructure Assessment Quick Reference

- **Minimum Requirements Check:** Floor area  $\geq$  1000 sq.ft. (mandatory)
- **Seating Capacity:** Count proposed workstations from floor plan
- **Amenities Checklist:** Private cabins, meeting rooms, pantry, washrooms, reception, backup power, 100+ Mbps internet
- **Location Accessibility:** Measure distance to nearest bus stop/railway station using map tools

## Business Plan Assessment Quick Reference

- **Revenue Projections:** Look for 3-year monthly/quarterly breakdown with clear assumptions
- **Break-even Timeline:** Check when cumulative profit turns positive
- **Occupancy Forecast:** Realistic ramp-up: Year 1 (30-70%), Year 2 (60-85%), Year 3 (70-90%)
- **Cost Breakdown Completeness:** All 7+ items listed: rent, furniture, equipment, IT, fit-out, DPR, marketing, contingency

## Common Disqualification Triggers

- Floor area  $<$  1000 sq.ft.
- No documented proof of 20% funding capacity
- Negative net worth
- Missing mandatory registration documents
- Total score  $<$  60 marks