

Bid Specifics - Pakistan Airports Authority

1. Resource Requirements

The implementation partner shall provide appropriately qualified and experienced resources, including functional, technical, business, change management, data migration, testing, project management personnel etc., to deliver the project in accordance with the below listed requirements.

S#	Role	Generalized Description
1.	Project Manager Governance	Leads overall project governance, planning, coordination, and progress monitoring across workstreams. Manages timelines, risks, issues, dependencies, stakeholder communication, and reporting. Ensures the project is delivered within agreed scope, quality standards, and governance framework.
2.	Functional Solution Architect	Leads the end-to-end functional design of the ERP solution across assigned business areas. Responsible for understanding requirements, translating them into solution design, validating process fit, guiding functional consultants, and ensuring the proposed solution is aligned with business objectives and implementation best practices.
3.	Technical Solution Architect	Defines the overall technical solution architecture, ensuring components, integrations, data, security, and infrastructure work together effectively.
4.	Finance Lead	Leads the finance, treasury, and financial risk workstream, guiding requirements, solution design, delivery, and key decisions.
5.	Finance Support	Supports finance, treasury, and financial risk processes through configuration, testing, documentation, issue resolution, and user assistance.
6.	Costing/Budgeting Lead	Leads management accounting and funds management activities, aligning business requirements with solution design and delivery.
7.	Costing/Budgeting Support	Supports management accounting and funds management processes through analysis, testing, documentation, issue resolution, and user assistance.
8.	Supply Chain Lead	Leads end-to-end supply chain process design and delivery, coordinating requirements, improvements, testing, and stakeholder decisions.

S#	Role	Generalized Description
9.	Supply Chain Support	Supports supply chain processes through analysis, configuration, testing, documentation, issue resolution, and user assistance.
10.	Warehouse Lead	Leads warehouse process design and delivery, covering inventory movement, storage, fulfillment, controls, and operational improvements.
11.	Warehouse Support	Supports warehouse operations through process analysis, testing, documentation, issue resolution, and user assistance.
12.	Commercial Lead	Leads commercial process design and delivery, aligning business requirements, controls, customer-facing activities, and operational improvements.
13.	Commercial Support	Supports commercial processes through analysis, testing, documentation, issue resolution, and user assistance.
14.	CAPEX Project Execution Lead	Leads project management process design and delivery, including planning, budgeting, execution, monitoring, and reporting.
15.	CAPEX Project Execution Support	Supports project management processes through planning assistance, testing, reporting, documentation, issue resolution, and user support.
16.	Asset Maintenance Lead	Leads enterprise asset management processes, including asset maintenance, work planning, reliability, compliance, and lifecycle improvement.
17.	Asset Maintenance Support	Supports enterprise asset management through process analysis, testing, documentation, issue resolution, and user assistance.
18.	Sales/billing Lead	Leads sales and billing process design and delivery, from order handling through invoicing, controls, and performance improvement.
19.	Sales/billing Support	Supports sales and billing processes through analysis, testing, documentation, issue resolution, and user assistance.
20.	Quality Management Lead	Leads quality management processes, establishing controls, inspections, compliance practices, issue handling, and continuous improvement.

S#	Role	Generalized Description
21.	Infrastructure Lead	Leads the technology infrastructure workstream, ensuring platforms, environments, security, performance, availability, and operational readiness.
22.	Infrastructure Support	Supports technology infrastructure through environment administration, monitoring, troubleshooting, maintenance, documentation, and user assistance.
23.	Integration Lead	Leads system integration design and delivery, ensuring reliable data and process connections across applications and platforms.
24.	Integration Support	Supports system integrations through build assistance, testing, monitoring, troubleshooting, documentation, and issue resolution.
25.	Development Lead	Leads application development, translating requirements into scalable technical solutions and overseeing build quality and delivery.
26.	Development Support	Supports application development through coding, testing, defect resolution, documentation, deployment assistance, and maintenance.
27.	Supplier Lifecycle Lead	Leads supplier lifecycle processes, from onboarding and qualification through performance, compliance, risk, and relationship management.
28.	Supplier Lifecycle Support	Supports supplier lifecycle activities through data maintenance, workflow assistance, testing, documentation, issue resolution, and user support.
29.	Contract Lifecycle Lead	Leads contract lifecycle processes, including creation, review, approval, obligation tracking, renewal, compliance, and closure.
30.	Contract Lifecycle Support	Supports contract lifecycle activities through data maintenance, workflow assistance, testing, documentation, issue resolution, and user support.
31.	Learning Management Lead	Leads learning management processes, including course administration, assignment, delivery, completion tracking, compliance, and reporting.
32.	Performance Management Lead	Leads employee performance management processes, including goal setting, reviews, feedback, calibration, development, and reporting.
33.	Analytics Lead	Leads analytics strategy and delivery, turning business needs into trusted reporting, dashboards, insights, and decision support.
34.	Analytics Support	Supports analytics solutions through data preparation, report development, testing, documentation, issue resolution, and user assistance.
35.	Data Warehouse Platform Consultant	Leads enterprise data warehousing and reporting solutions, ensuring reliable data models, integrations, governance, and performance.

S#	Role	Generalized Description
36.	Data Transformation -Finance	Transforms finance data for migration or reporting by profiling, mapping, cleansing, converting, reconciling and loading.
37.	Data Transformation- Human Resource	Transforms human resources data for migration or reporting by profiling, mapping, cleansing, converting, reconciling and loading.
38.	Data Transformation- Supply Chain	Transforms supply chain data for migration or reporting by profiling, mapping, cleansing, converting, , reconciling and loading.
39.	Data Transformation - Project Management	Transforms project-related data for migration or reporting by profiling, mapping, cleansing, converting, , reconciling and loading.
40.	Data Transformation - Commercial	Transforms real estate data for migration or reporting by profiling, mapping, cleansing, converting, , reconciling and loading.
41.	BPR – Finance & Commercials	Reviews and redesigns end-to-end finance, real estate, treasury, controlling, and funds management processes to improve efficiency, control, and standardization.
42.	BPR - Supply Chain and Asset maintenance	Reviews and redesigns end-to-end supply chain processes across sales, materials, warehousing, and supplier management to improve efficiency, control, and standardization.
43.	BPR- Project & Engineering Functions	Provides functional expertise across project systems, investment management, and enterprise asset management, aligning processes, data, controls, and solution delivery.
44.	BPR- Human Resource	Provides functional expertise across human capital and cloud HR processes, supporting workforce administration, talent activities, data, and solution delivery.
45.	SLCM – Consultant Lead	Provides functional expertise for Student Lifecycle management solutions.
46.	SLCM – Support Consultant	Provides implementation support for Student Lifecycle management solutions.
47.	Fixed Asset Tagging – Consultant Lead	Responsible for Fixed Asset Data preparation and ensure physical asset verification including Barcoded Asset Tagging, compilation of digital asset record.
48.	Change Management – Consultant	Provides expertise in Organizational Change Management for the transformation project.

2. Timeline (Estimated)

The timelines for the ERP transformation of PAA are outlined below:

Pakistan Airports Authority

Phased Activities	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27	Jun-27	Jul-27	Aug-27	Sep-27	Oct-27	Nov-27	Dec-27	Jan-28	Feb-28	Mar-28	Apr-28	May-28	Jun-28	Jul-28	Aug-28
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Business Process Re-engineering																							
Enterprise Systems Transformation- On premise																							
Procurement Contracts																							
Supplier Management																							
Analytics																							
Talent Management- Learning																							
Talent Management- Performance																							
Data Transformation- ERP																							

3. Payment Milestones

	Milestones	Payment																						
Item#1	License / Subscriptions and AMC <i>Payment for ERP Software Licenses shall be made upon execution of the applicable OEM End User License Contract (EULA), issuance of OEM License Certificates, and successful verification by the Procuring Agency, in accordance with the Contract.</i>	100%																						
Item#2	Implementation Services as per Scope of Work <table><tr><th>Milestone</th><th>Payment</th></tr><tr><td>Enterprise Systems Transformation- On premise ERP</td><td>81%</td></tr><tr><td>Procurement Contracts & Supplier Management</td><td>2.7%</td></tr><tr><td>Talent Management- Learning</td><td>1%</td></tr><tr><td>Talent Management- Performance</td><td>1%</td></tr><tr><td>Data Transformation- ERP</td><td>1%</td></tr><tr><td>Analytics</td><td>7%</td></tr><tr><td>Business Process Re-engineering</td><td>3%</td></tr><tr><td>Fixed Asset Tagging & Evaluation</td><td>1%</td></tr><tr><td>PAA Mobile Application (Web-App & Mobile)</td><td>0.3%</td></tr><tr><td>Student Lifecycle Management</td><td>2%</td></tr></table>	Milestone	Payment	Enterprise Systems Transformation- On premise ERP	81%	Procurement Contracts & Supplier Management	2.7%	Talent Management- Learning	1%	Talent Management- Performance	1%	Data Transformation- ERP	1%	Analytics	7%	Business Process Re-engineering	3%	Fixed Asset Tagging & Evaluation	1%	PAA Mobile Application (Web-App & Mobile)	0.3%	Student Lifecycle Management	2%	100%
Milestone	Payment																							
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Student Lifecycle Management	2%																							
Item#3	Hosting and Managed Services <i>Payments for Hosting and Managed Infrastructure Services shall be made quarterly in arrears, based on the applicable monthly subscription charges, subject to achievement of the prescribed Service Levels (SLAs), verification of service performance and certification by the Procuring Agency.</i>	100%																						

4. Key Deliverables & Payment Sub-Milestones for Implementation Services

1. Enterprise Systems Transformation- On premise ERP

Payment Milestone	Deliverables	Percentages
Mobilization	Contract Signing (Against Bank Guarantee, having a minimum validity of one (01) year and/or until completion of at least two (02) subsequent milestones specified under this Section, whichever is later, subject to the Bank being acceptable in accordance with Annex-I.)	10%
Strategy and Plan	- Project Plan - Project Charter - Risk and Issue Register - Testing Strategy - Training Strategy - Data Strategy - To-Be System Landscape - Change Management Strategy	10%
Analysis & Design	- Business Requirements - To-Be Organizational Structure - GAP Analysis - To-Be Process Design Document - Approved Customization Tracker	15%
Configure & Build	- Customization Requirement Document - Solution Build - Validation of configured solution standalone/ integration - Process Integration Testing	10%
Training	- Preparation of Training - Materials - Deliver training sessions	15%
Testing	- Develop Test Scenarios - Solution Acceptance Testing - Validation of Access Controls	15%
Readiness for Deployment	- End-User Training Completed - Cutover Activities Executed - Operational Environment Readiness	15% After go-live
Hyper Care Support (3 months after Go Live)	Resolve Post-Implementation System Defects	10%

Payment Milestone	Deliverables	Percentages
Warranty Period (9 Months after completion of Hyper Care Support)	Resolve Post-Implementation System Defects	-

2. Procurement Contracts & Supplier Management

Payment Milestone	Deliverables	Percentages
Planning	Project Plan	10%
	Data Strategy	
	Testing Strategy	
	Training Strategy	
Analysis & Design	Business Requirement Document	-
	Design Document	
Configure & Build	Solution Build	15%
	Validation of configured system	
	Process Integration Testing	
Training	Preparation of Training Material	15%
	Deliver training sessions	
Testing	Develop Test Scenarios	15%
	Solution Acceptance Testing	
	Validation of Access Controls	
Readiness for Deployment	End-User Training Completed	35% After go-live
	Cutover Activities	
	Go-Live Readiness	
Support	Resolve Post-Implementation Issues	10%

3. Talent Management- Learning

Payment Milestone	Deliverables	Percentages
Planning	Project Plan	10%
	Data Strategy	
	Testing Strategy	
	Training Strategy	
Analysis & Design	Business Requirement Document	-
	Design Document	
Configure & Build	Solution Build	15%
	Validation of configured system	
	Process Integration Testing	

Payment Milestone	Deliverables	Percentages
Training	• Preparation of Training Material	15%
	• Deliver training sessions	
Testing	• Develop Test Scenarios	15%
	• Solution Acceptance Testing	
	• Validation of Access Controls	
Readiness for Deployment	• End-User Training Completed	35% After go-live
	• Cutover Activities	
	• Go-Live Readiness	
Support	• Resolve Post-Implementation Issues	10%

4. Talent Management- Performance

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan	10%
	• Data Strategy	
	• Testing Strategy	
	• Training Strategy	
Analysis & Design	• Business Requirement Document	-
	• Design Document	
Configure & Build	• Solution Build	15%
	• Validation of configured system	
	• Process Integration Testing	
Training	• Preparation of Training Material	15%
	• Deliver training sessions	
Testing	• Develop Test Scenarios	15%
	• Solution Acceptance Testing	
	• Validation of Access Controls	
Readiness for Deployment	• End-User Training Completed	35% After go-live
	• Cutover Activities	
	• Go-Live Readiness	
Support	• Resolve Post-Implementation Issues	10%

5. Data Transformation- ERP

Payment Milestone	Deliverables	Percentages
Data Strategy	• Master Data Strategy	10%
	• Data Templates Submission	
Data Iteration for Design Phase	• Upon completion of Master Data Iteration 1 (Design Phase)	-
Data Iteration for Build Phase	• Upon completion of Master Data Iteration 2 (Unit Testing)	-
Data Iteration for Test Phase	• Upon completion of Master Data Iteration 3 (User Acceptance Testing)	30%
Data Iteration for Go Live	• Upon completion of Master Data Iteration 4 (ERP Go Live)	50%
Data Iteration for Support Phase	• Upon completion of Data Related Defects (Support Phase)	10%

6. Analytics

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan	10%
	• Data Strategy	
	• Testing Strategy	
	• Training Strategy	
Storyboarding and Dashboard Design	• Business Requirement Document	-
	• Dashboard Wireframes	
	• Navigation Flows	
	• Drill Down Design	
	• ETL Desing	
Data Preparation and Modeling	• Data profiling	-
	• Transformation & Integration	
	• Modeling	
	• Measures & Dimensions	
	• Hierarchies & Calculations	
Dashboard / KPI Development	• Develop dashboards	10%
	• Develop KPIs scorecards and charts	
	• Design filters, drill-down and drill-through functionality	
User Acceptance and Testing	• Data validation	20%
	• Data Reconciliation	
	• Performance Testing	

Payment Milestone	Deliverables	Percentages
	• Functional Testing	
	• Defect resolution	
Deployment	• Production deployment, and validation	50% After go-live
Support	• Resolve Post-Implementation Issues	10%

7. Business Process Re-engineering

Payment Milestone	Deliverables	Percentages
Current State Assessment (As-Is)	• As Is Scenario List	-
Requirement traceability	• Requirement Traceability Matrix	-
GAP Analysis	• Gap Analysis Report	10%
Future State Design	• To Be Process Design	20%
Redesigning of Manuals, Procedures, SOPs etc	• Submission of revised SOPs, Manuals, procedures etc.	50%
Business Process Risk Assessment	• Risk and Control Matrix	20%

8. Fixed Asset Tagging & Evaluation

Payment Milestone	Deliverables	Percentages
Physical Asset Verification	• Fixed Asset Inventory across all locations including asset tagging and submission of digitalized data	70%
	• Verification as per the satisfaction of Director Finance upon completion of the task	30%

9. Student Lifecycle Management

Payment Milestone	Deliverables	Percentages
Design	• Upon completion of the design	10%
Test	• Test upon completion of UAT	20%
Go-Live	• Go-Live	60%
Support	• Support	10%

10. PAA Application (Web & Mobile)

Payment Milestone	Deliverables	Percentages
Design	• Upon completion of the design	10%
Test	• Test upon completion of UAT	20%
Go-Live	• Go-Live	60%
Support	• Support	10%