Standard Bidding Document

Tender for Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA) (Non-Consultancy Services)

National

Single Stage-Two Envelope

November 02, 2026

Pakistan Civil Aviation Authority (Ministry of Defence),Additional Director Admin
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PROCUREMENT NOTICE

PROCUREMENT OF NON-CONSULTANCY SERVICES

1. The **Pakistan Civil Aviation Authority (Ministry of Defence)** has reserved Funds for the procurement planned for FY **2026-27**. The **Pakistan Civil Aviation Authority (Ministry of Defence)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the " **Tender for Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA)**" with the reference of **"P177348"**

2. The **Pakistan Civil Aviation Authority (Ministry of Defence)** invites Bids through **EPADS v2.0** from eligible Bidders registered on **EPADS v2.0** for provision of Non-Consultancy Services.

3. **Single Stage-Two Envelope** Procedure of Principal Method of Procurement (i.e. Open Competitive Bidding) will be used by adopting **Quality and Cost Based Selection (QCBS)**Technique for the subject procurement, in line with the Public Procurement Rules, 2026 and any Regulations, and Instructions issued by the Authority (from time to time).

4. All Bids must be accompanied by a Bid Security described in Bid Security Section in Bidding Document in the form of **Pay Order** or Bid Securing Declaration on the prescribed format described.

5. E-Bidding documents, containing detailed terms & conditions, specifications and requirements etc. are available on **e-Pak Acquisition and Disposal System (EPADS)** at **https://epads.gov.pk/opportunities/federal/procurements/177348**.

6. The e-bids, prepared in accordance with the instructions in the e-Bidding documents, must be submitted through **EPADS v2.0** on or before **Monday, November 16, 2026 11:00 AM**. E-bids will be opened on the same day at **Monday, November 16, 2026 11:30 AM**. Manual submission of Bids shall not be entertained. Those vendors who have not yet registered on the new version of **EPADS v2.0,** may register themselves on **https://vendors.epads.gov.pk/**.

A tutorial to explain the registration process is available at **https://www.youtube.com/watch?v=MNW6T38v7tc**

In terms of Rules 65 of Public Procurement Rules, 2026 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency's website and also available on **EPADS v2.0** as well as Authority's website at (**www.ppra.gov.pk**).

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Instructions to Bidders

A. Introduction

1. **Scope of Bids**

1.1. The Procuring Agency (PA), as indicated in the **Bids Data Sheet (BDS)** invites Bids through **EPADS v2.0** for the provision of Non-Consultancy Services as specified in the BDS and **in Section Evaluation Criteria, Specifications & Schedule of Requirements**. The name, identification, and number of items/deliverables are provided in the **BDS**. **Single Stage-Two Envelope** procedure of the open competitive method shall be used. The successful Bidders will be expected to provide the services within the specified period and timeline(s) as stated in the **BDS**.

2. **Source of Funds**

2.1. Source of funds is referred in Clause-1 of Procurement Notice.

3. **Fraud & Corruption**

3.1. As defined under Rule 2(1)(x) of Public Procurement Rules, 2026.

4. **Eligible Bidders**

4.1. A bidder shall be eligible to participate in a procurement process, if it—

4.1.1. possesses the technical competence, financial resources, equipment and other physical facilities, personnel, managerial capability, experience and past performance necessary to complete the procurement contract,

4.1.2. has the legal capacity to enter into a procurement contract;

4.1.3. has not been declared bankrupt or, in the case of company or firm, insolvent or being wound up and its activities or affairs are suspended by a Competent Authority or by the Court of law;

4.1.4. is not under any legal proceedings which may result in bankruptcy or any other situation entailing the total or partial loss of the right to administer and dispose of the property;

4.1.5. has not been convicted by a final judgment of a Court of Law,

4.1.6. is not blacklisted by the procuring agency or cross-debarred by the Authority at the time of the submission of bid;

4.1.7. is not blacklisted or debarred at the time of the submission of bid by an international financial institution, international organizations, or other multilateral development Bank for the period defined by them; and

4.1.8. is not convicted in the case of a company, its owners and beneficial owners, directors or officers of a criminal offence related to-

4.1.8.1. its professional conduct; or

4.1.8.2. a prohibited practice within the period specified in the tender documents and has not, or in the case of a company, its owners and beneficial owners, directors or officers have not, been debarred from a procurement process in Pakistan.

4.2. Except as permitted under the Ordinance, rules and regulations, the procuring agency shall not establish a criterion for eligibility of a bidder that-

4.2.1. discriminates against or among a bidder or against categories of bidders; or

4.2.2. is not required for the performance of the procurement contract; or

4.2.3. is not related to the avoidance of management of legal, reputational or economic risk to the procuring agency unless it is in the national interest to do so, and the criteria is set out in the bidding documents.

5. **Qualification of the Bidder**

5.1. All Bidders shall provide Bid Forms, a preliminary description of the proposed work method and schedule, including drawings and charts, as necessary.

B. Bidding Documents

6. **Contents of Standard Bidding Document**

6.1. The Services required, bidding procedure, and terms and conditions of the contract are prescribed in the bidding document. In addition to the Invitation for Bids, the bidding document which should be read in conjunction with any addendum issued in accordance with **ITB 6.1** include:

Section I -Invitation to Bid
Section II Instructions to Bidders (ITB)
Section III Bid Data Sheet (BDS)
Section IV Evaluation Criteria, Specifications, Schedule of Requirements, and Technical Specifications.
Section V Fraud & Corruption
Section VI General Conditions of Contract (GCC)
Section VII Special Conditions of Contract (SCC)
Section VIII Contract Forms

6.2. The Bidder is expected to examine all instructions, requirements, forms, terms and specifications in the bidding documents. Failure to furnish all the information required in the bidding document will be at the Service provider’s risk and may result in the rejection of his bids.

7. **Clarifications**

7.1. Clarifications of the bidding documents may be requested in writing through EPADS v2.0 by any bidder up to three days prior to the deadline for the submission of bids.

The procuring agency shall respond promptly and in writing to any request by a bidder for clarification of the bidding documents and, in any event, no

later than two days prior to the deadline for the submission of bids or proposals.

Responses to requests for clarification shall be communicated simultaneously and in writing to all bidders participating in the procurement proceedings.

No bidder shall be allowed to alter or modify his bid after the bids have been opened however, the procuring agency may seek and accept clarification to the bid that do not change the substance of the bid, through EPADS v2.0.

7.2. Procuring Agency's response will be uploaded on the EPADS v2.0, including a description of the inquiry.

7.3. Should the Procuring Agency deem it necessary to amend the bidding document as a result of a clarification, it shall do so following the procedure under **ITB 8 .**

7.4. If indicated **in the BDS**, the bidder’s designated representative is invited at the bidder’s cost to attend a pre-bid meeting at the place, date and time mentioned **in the BDS**. During this pre-bid meeting, prospective bidder(s) may request clarification(s) regarding the schedule of requirements, the Evaluation Criteria or any other aspects of the bidding document.

7.5. Minutes of the pre-bid meeting, if applicable, including the text of the questions asked by bidders, and the responses given, together with any responses prepared after the meeting will be uploaded on EPADS v2.0. Any modification to the bidding document that may become necessary as a result of the pre-bid meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to **ITB 8** .

7.6. To assist in the examination, evaluation and comparison of Bids of the Bidders, the Procuring Agency may, ask any Bidder for a clarification of its bid including breakdown of prices, through EPADS v2.0. Any clarification submitted by a bidder that is not in response to a request by the Procuring Agency shall not be considered.
No change in the prices or substance of the bid shall be sought, offered, or

permitted.

The alteration or modification in the bid which in any way affect the following parameters will be considered as a change in the substance of a bid:

7.6.1. evaluation & qualification criteria;

7.6.2. required scope of work or specifications;

7.6.3. all securities requirements;

7.6.4. tax requirements;

7.6.5. terms and conditions of bidding documents; and

7.6.6. change in the ranking of the bidders.

From the time of bid(s) opening to the time of contract award, if any bidder wishes to contact the procuring agency on any matter related to the bid, it should do so in writing or through electronic form that provides record of the content of communication.

8. **Amendment of Bidding documents**

8.1. Before the deadline for submission of bids, the procuring agency for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder or pre-bid meeting may modify the bidding documents by issuing addendum.

8.2. Any addendum issued including the notice of any extension of the deadline shall be part of the bidding document pursuant to **ITB 8 .1** shall be uploaded on EPADS v2.0 as well as Authority's website. The procuring agency shall promptly publish the addendum at the procuring agency's website indicated in the **BDS**:

Provided that the bidder who had either already submitted his bid, shall have the right to withdraw his already submitted bid and submit the revised bid, prior to the original or extended bid submission deadline.

8.3. To give prospective bidders reasonable time in which to take an addendum/corrigendum into account in preparing their bids, the Procuring

Agency may, at its discretion, extend the deadline for the submission of bids after record reason in writing:

Provided that the Procuring Agency shall extend the deadline for submission of bids, if such an addendum is issued within last three (03) days of the bid submission deadline.

C. Preparation of Bids

9. Documents Constituting the Bids

9.1. The bids prepared by the bidders shall constitute the following components: -

9.1.1. Forms of bid and Bid Prices completed in accordance with ITB 10 and 11;

9.1.2. Documentary evidence established in accordance with ITB 8 that services to be provided by the bidder are eligible services, and conform to the bidding documents;

9.1.3. Documentary evidence established in accordance with ITB 9 that the bidder is eligible and/or qualified for the subject bidding process;

9.1.4. Documentary evidence established in accordance with ITB 9.3 that the bidder has been authorized to provide the services;

9.1.5. Bid security or Bids Securing Declaration furnished in accordance with ITB 14; and

9.1.6. Any other document required in the BDS.

10. **Documents Establishing Eligibility of the Services and Conformity to bidding documents**

10.1. To establish the conformity of the Non-Consulting Services to the Bidding document, the bidder shall furnish as part of its bid the documentary evidence that services provided conform to the requirements.

10.2. Standards for the provision of the Non-Consulting Services are intended to be descriptive only and not restrictive.

11. **Documents Establishing Eligibility and Qualification of the Bidder**

11.1. Pursuant to ITB 8, the bidder shall furnish, as part of itsbid, all those documents establishing the bidder's eligibility to participate in the bidding process and/or its qualification to perform the contract if its bid is accepted.

11.2. The documentary evidence of the bidder's eligibility to bids shall establish to the satisfaction of the procuring agency that the bidder, at the time of submission of its bid, is from an eligible country.

11.3. The documentary evidence of the bidder's qualifications to perform the contract if its bid is accepted shall establish to the satisfaction of procuring agency that:

11.3.1. the bidder has the financial, technical, provisions of services and supply/production capability necessary to perform the Contract, meets the qualification criteria specified in BDS.

11.3.2. that the bidder meets the qualification criteria listed in the Bids Data Sheet.

12. **Form of Bid**

12.1. **The bidder shall fill the Form of Bid furnished in the bidding documents. The Bid Forms must be completed without any alterations to its format and no substitute shall be accepted.**

13. **Bids Prices**

13.1. The Bids Prices quoted by the bidder in the Forms of Bid and in the price schedule shall conform to the requirements specified or exclusively mentioned hereafter in the bidding document.

13.2. All items in the Schedule of Requirements must be listed and priced separately in the Price Schedules. If a Price Schedule shows items listed but not priced and neither explicitly mentioned, their prices shall be construed

to be included in the prices of other items.

13.3. The Bid price to be quoted in the Forms of Bid in accordance with ITB 10 shall be the total price of the bid, excluding any discounts offered.

13.4. The bidder shall indicate on the appropriate Price Schedule, the unit prices (where applicable) and total bid price of the services, it proposes to provide under the contract.

13.5. Prices quoted by the bidder shall be fixed during the currency of the contract and not subject to variation on any account. A bid submitted with an adjustable price will be treated as non-responsive and shall be rejected pursuant to ITB 28, unless otherwise price adjustment is permissible under Conditions of the Contract.

14. **Price Adjustment**

14.1. Price adjustment shall not be applicable on the contract with less then 12 months period.

14.2. Procuring agency may increase the remuneration of the human resources involved in non-consultancy services upto maximum 15% on annual basis.

14.3. **Procuring agency shall incorporate the provisions to allow wage rate in compliance with Federal Government's minimum wage notification, subject to the condition that clause 11.2 shall not be applicable in that case.**

15. **Bids Currencies**

15.1. Prices shall be quoted in Pakistani Rupees unless otherwise specified in the BDS.

16. **Bid Validity Period**

16.1. Bid(s) shall remain valid for the period specified in the BDS after the bid submission deadline prescribed by the Procuring Agency. A Bid valid for a shorter period shall be rejected by the Procuring Agency as non-responsive.

17. **Bid Security or Bid Securing Declaration**

17.1. Unless otherwise specified in the BDS, the bidder shall furnish as part of its bid, in the amount and currency specified in the BDS or Bid Securing Declaration on the format provided in Form 9 The scanned copy of the Bids Security shall be uploaded in the EPADS v2.0 while submitting bid, whereas the original forms of Bid Security shall be submitted to the procuring agency before the bid submission deadline. The bidder who failed to submit the original bid security before the submission deadline shall be disqualified straightaway.

17.2. The Bid Security or Bid Securing Declaration is required to protect the Procuring Agency against the risk of Bidder’s conduct which would warrant the security’s forfeiture, pursuant to ITB 14.5

17.3. The Bid Security shall be payable promptly upon written demand by the Procuring Agency in case any of the conditions listed in 14.5 are invoked.

17.4. Unsuccessful Bidders’ Bid Security will be discharged or returned as promptly as possible after the award of contract, however in no case later than thirty (30) days after the expiration of the period of Bid Validity prescribed by the Procuring Agency pursuant to ITB 13. The Procuring Agency shall make no claim to the amount of the Bid Security, and shall promptly return the Bid Security document, whichever of the following that occurs earliest:

17.4.1. the expiry of the Bid Security;

17.4.2. the entry into force of a procurement contract and the provision of a Performance Guarantee, for the performance of the contract if such a guarantee, is required by the bidding document;

17.4.3. the rejection by the Procuring Agency of all Bids;

17.4.4. the withdrawal of the Bid prior to the deadline for the submission of bids, unless the bidding document stipulate that no such withdrawal is permitted.

17.5. The Bid Security may be forfeited or the Bid Securing Declaration executed:

17.5.1. if a bidder:

17.5.1.1. withdraws its bid during the period of bid validity as specified by the Procuring Agency, and referred by the bidder in the Forms of Bid, except as provided for in the ITBs; or

17.5.1.2. does not accept the correction of errors pursuant to ITB 23; or

17.5.2. in the case of a successful bidder fails:

17.5.2.1. **to sign the contract in accordance with ITB 32; or**

17.5.2.2. **to furnish Performance Guarantee in accordance with ITB 33.**

17.6. **The bid security shall be valid for a period specified in BDS. Bids with shorter bid security validity period shall be rejected straight away.**

18. **Alternative Bids by Bidders**

18.1. Alternatives will not be considered, unless specifically allowed for in the BDS.

18.2. When alternative times for completion are explicitly invited, a statement to that effect will be included in the BDS and the method of evaluating different time schedules will be described in Section V, Evaluation and Qualification Criteria.

19. **Withdrawal, Substitution, and Modification of Bids**

19.1. Before Bids submission deadline, any bidder may withdraw, substitute, or modify his bid after it has been submitted.

20. **Format and Signing of Bids**

20.1. The bidder shall prepare and submit his bid with due diligence after carefully reading all the terms and conditions before submission through EPADS v2.0.

D. Submission of Bids

21. **Submission of Bids through EPADS v2.0 before Dead deadline**

21.1. The Technical and Financial Bids as the case may be, shall be submitted in the due portion of the EPADS v2.0, before bid submission deadline. The bid submission option shall be automatically disabled once the deadline is over.

21.2. The Procuring Agency may, under exceptional circumstances and at its discretion, extend the deadline for the submission of bids by amending the Bidding Documents in accordance with ITB 8. In such a case, all rights and obligations of the Procuring Agency and the Bidders that were previously subject to the original deadline shall thereafter be subject to the revised deadline.

E. Opening and Evaluation of Bids

22. **Opening & Evaluation of Bids by the Procurement Cell**

22.1. As per Rule 10 of Public Procurement Rules, 2026
(PA to establish a Procurement Cell which shall carryout procurements a per Rule 10 of Public Procurement Rules, 2026)

23. **Opening & Evaluation of Bids by the Bid Evaluation Committee**

23.1. As per Rule 11 of Public Procurement Rules, 2026
(PA to constitute odd number Bid Evaluation Committee for the purpose of bid opening and evaluation of all procurements with an estimated value up to two billion rupees)

24. **Third Party Validation**

24.1. **In compliance with Rule 12** of Public Procurement Rules, 2026, the third-party validation committee or firm shall validate all procurements above five hundred million and up to two 2 billion rupees. The third-party validation shall be conducted at specifications, bidding documents preparation, technical (if any) & final evaluation stages.

25. **External Bid Evaluation Committee**

25.1. **As per Rule 13 of Public Procurement Rules, 2026,** procurements with an estimated value above two billion rupees shall be opened and evaluated by the Procuring Agency's notified External Bid Evaluation Committee.

26. **Opening of Bids**

26.1. The Procuring Agency will open all bids through EPADS, in the presence of bidders' or their representatives who choose to attend, and other parties with a legitimate interest in the bid proceedings at the place, on the date and at the time, specified in the **BDS**. The Bidders' representatives present shall sign attendance sheet as proof of their attendance.

26.2. The bids shall be opened one at a time, and the following read out and recorded: (a) the name of the bidder; (b) the presence of a bid security, if required; and (c) any other details as the procuring agency may consider appropriate.

26.3. No bid will be rejected at the time of bid opening except for bids whose bid security has not been provided to the procuring agency before submission deadline**.**

26.4. The procuring agency shall prepare minutes of the bid opening. The record of the bid opening shall include, as a minimum: the name of the bidder and the bid price, if applicable.

27. **Confidentiality**

27.1. Information relating to the examination, clarification, evaluation and comparison of bids and recommendation of contract award shall not be disclosed to bidders or any other person(s) not officially concerned with such process, until the time of the announcement of the respective evaluation report.

27.2. Any effort by a bidder to influence the procuring agency processing of bids or award decision may result in the rejection of his bid.

28. **Preliminary Examination of Bids**

28.1. Prior to the detailed evaluation of bids, the procuring agency will determine whether each bid:

28.1.1. meets the eligibility criteria defined in **ITB 3**;

28.1.2. has been prepared as per the format and contents defined by the procuring agency in the bidding document;

28.1.3. is accompanied by the required securities; and

28.1.4. is substantially responsive to the requirements of the bidding document.

28.2. The procuring agency will confirm that the documents and information specified under **ITB 7,8 and 9** have been provided in the bids. If any of these documents or information is missing, or is not provided in accordance with the Instructions to Bidders, the bid shall be rejected.

28.3. If a bid is not substantially responsive, it will be rejected by the procuring agency and may not subsequently be evaluated for complete technical responsiveness.

29. **Examination of Terms and Conditions, Technical Evaluation**

29.1. The procuring agency shall evaluate the technical aspects of the bids submitted in accordance with **ITB 21,** to confirm that all requirements specified in **Section V – Evaluation Criteria, Technical Specifications and Schedule of Requirements**,prescribed inthe bidding document have

been met without material deviation or reservation.

29.2. If after the examination of the terms and conditions and the technical evaluation, the procuring agency determines that the bid is not substantially responsive in accordance with **ITB 21,** it shall reject the bids.

30. **Correction of Errors**

30.1. Bids determined to be substantially responsive will be checked for any arithmetic errors. Errors will be corrected as follows: -

30.1.1. if there is a discrepancy between unit prices and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected, unless in the opinion of the procuring agency there is an obvious misplacement of the decimal point in the unit price, in which the total price as quoted shall govern and the unit price shall be corrected;

30.1.2. if there is an error in a total corresponding to the addition or subtraction of sub-totals, the sub-totals shall prevail and the total shall be corrected; and

30.1.3. where there is a discrepancy between the amounts in figures and in words, the amount in words will govern.

30.1.4. Where there is discrepancy between grand total of price schedule and amount mentioned on the Forms of bid, the amount referred in Price Schedule shall be treated as correct subject to elimination of other errors.

30.2. The amount stated in the bid will be adjusted by the procuring agency in accordance with the above procedure for the correction of errors and, with the concurrence of the bidder that shall be considered as binding upon the bidder. If the Bidder does not accept the corrected amount, his bid will then be rejected, and the Bid Security may be forfeited or the Bid Securing Declaration may be executed in accordance with **ITB 14.**

31. **Conversion to Single Currency**

31.1. As per Rule 42(2) of Public Procurement Rules, 2026.

32. **Evaluation of Bids**

32.1. The procuring agency shall evaluate bids in accordance with Rule 42 of Public Procurement Rules, 2026 and compare only those bids determined to be substantially responsive, pursuant to **ITB 21.**

32.2. In evaluating the Technical Bids of each Bidder, the Procuring Agency shall apply the evaluation criteria and methodologies specified in the **Bid Data Sheet (BDS)** and in accordance with the Statement of Requirements and Technical Specifications. No other evaluation criteria or methodologies shall be permitted.

32.3. **In case of tie of bids, the bidders shall be provided an opportunity to offer their best and final monetary offer through EPADS. However, in no case the rates shall be higher than the original financial bids.**

32.4. The Procuring agency/Employer's evaluation of a bid will take into account:

32.4.1. the bid price, excluding provisional sums and the provision, if any, for contingencies in the summary bill of quantities, but including day work items, where priced competitively;

32.4.2. price adjustment for correction of arithmetic errors in accordance with **ITB 30;**

32.5. converting the amount resulting from applying (a) and (b) above, if relevant, to a single currency in accordance with **ITB 31**;

32.6. The estimated effect of the price adjustment provisions of the Conditions of Contract, applied over the period of execution of the Contract, shall not be taken into account in bid evaluation.

32.7. If these bidding documents allow bidders to quote separate prices for different lots, and the award to a successful bidder of multiple lots, the methodology of evaluation to determine the lowest evaluated lot combinations in the Form of Bid, is specified in the **BDS.**

33. **Determination of Most Advantageous Bids**

33.1. Selection technique will be adopted for determining the Successful Bid in accordance with the criteria referred in the **BDS** or prescribed in the separate section titled as Evaluation Criteria.

34. **Abnormally Low Financial Bids**

34.1. Subject to sub-rule (2), a procuring agency may, in the procurement of goods, works and services, reject a bid if it has determined that the price, in combination with other constituent elements of the bid, is abnormally low in relation to the subject matter of the procurement such that it raises material concerns on the part of the procuring agency as to the ability of the bidder to perform the procurement contract satisfactorily for the offered price.

34.2. A procuring agency shall not reject a bid as abnormally low under sub-rule (1) unless the procuring agency—

34.2.1. requested through EPADS from the bidder a written clarification of bid, including a detailed price analysis of its bid price in relation to the subject matter of the procurement contract, scope, methodology, schedule, allocation of risks and responsibilities and any other requirements of the bidding documents; and

34.2.2. having taken into account the information provided by the bidder in response to a request under clause (a) and the information included in the bid, the procuring agency determines that the bidder has failed to demonstrate its ability to perform the procurement contract satisfactorily against the offered price.

34.3. The procuring agency shall promptly communicate to the bidder concerned its decision to reject the bid, including the reasons for the decision. The procuring agency may reinitiate the bidding process after communication of such decision.

34.4. Every abnormally low bid shall be investigated in order to determine the reason for submitting the bid including whether the bid was submitted in order to remove other bidders from competition.

34.5. In case it is established after investigation that the bidder submitted an abnormally low bid to remove other bidders from competition or to frustrate the bidding process, the procuring agency may blacklist the bidder in accordance with Rule 25(1)(d).

35. **Rejection of Bids**

35.1. As per Rule 45 of Public Procurement Rules, 2026

36. **Cancellation of procurement**

36.1. As per Rule 46 of Public Procurement Rules, 2026

37. **Single Responsive Bid**

37.1. The procuring agency may consider single responsive subject to underlying conditions of Rule 50 of Public Procurement Rules, 2026.

38. **Alternate Dispute Resolution (ADR)**

38.1. As per Rule 66 of Public Procurement Rules, 2026

39. **Arbitration Clause**

39.1. (Appointing Authority for the Arbitrator shall be Chief justice of Honorable Islamabad High Court OR Managing Director (PPRA) OR Secretary (Ministry of Law & Justice),

40. **Fee of the Arbitrator**

40.1. The fee shall be specified in PKR as detrmined by the Appointing Authority and shall be shared equally by each party.

41. **Socio-economic development**

41.1. As per Rule 63 of Public Procurement Rules, 2026, PA to encourage the inclusiveness of small and medium enterprises, and marginalized groups by according preferences in line with the notified policies of the Federal Government

42. **Environmental objectives**

42.1. As per Rule 64 of Public Procurement Rules, 2026, The procuring agency may seek to procure services with a reduced environmental impact throughout their life cycle when compared to services with the same primary function that may otherwise be procured.

F. Award of Contract

43. **Appointment of Contract Manager**

43.1. The procuring agency shall designate a Contract Manager for each procurement or class of procurement who shall manage the contract as per Rule 58 & 59 of Public Procurement Rules, 2026.

44. **Criteria of Award**

44.1. The procuring agency will award the Contract to the bidder whose bid has been determined to be substantially responsive to the bidding document and who has been declared as Successful Bid .

45. **Procuring Agency’s Right to reject All Bids**

45.1. The procuring agency reserves the right to reject all the Bids and to annul the procurement process at any time prior to acceptance of the bid(s), without thereby incurring any liability to the affected bidder(s).

45.2. Notice of the rejection of all bids shall be given promptly to all bidders that have submitted the bids. The procuring agency shall upon request communicate to any bidder the grounds for the rejection of his bid, but is not required to justify those grounds.

46. **Procuring Agency’s Right to Vary Quantities at the Time of Award**

46.1. The procuring agency reserves the right, at the time of contract award, to increase or decrease not more than 15% of the original scope of related services originally specified in the Schedule of Requirements, provided that such variation does not exceed the percentage indicated in

the **Bid Data Sheet (BDS)**. This adjustment shall be made without any change in the unit price or other terms and conditions of the Bids and Bidding Documents.

47. **Notification of Award**

47.1. Prior to the award of contract, the procuring agency shall issue a Final Evaluation Report giving justification for acceptance or rejection of the bids.

47.2. Bidder whose bid has been accepted, will be notified for the award by the Procuring Agency prior to expiration of the Bid Validity period through EPADS. The Letter of Award will state the sum that the procuring agency will pay the successful bidder in consideration for the execution of the scope of works as prescribed by the Contract (hereinafter and in the Contract called the "Contract Price).

47.3. The notification of award will constitute the formation of the Contract, subject to the condition that bidder furnish the Performance Guarantee in accordance with **ITB 33** and signing of the contract in accordance with **ITB 32.**

48. **Signing of Contract**

48.1. Promptly after notification of award, Procuring Agency shall send the successful bidder the draft agreement, incorporating all terms and conditions as agreed by the parties to the contract. The successful bidder and the procuring agency shall sign the contract.

49. **Performance Guarantee**

49.1. After the receipt of the Letter of Award, the successful bidder, within the specified time, shall deliver to the Procuring Agency a Performance Guarantee in the amount and in the form stipulated in the **BDS and SCC**, denominated in the type and proportions of currencies in the Letter of Acceptance and in accordance with the Conditions of Contract.

49.2. Failure of the successful bidder to comply with the requirement of **ITB 33.1** shall constitute sufficient grounds for the annulment of the award and forfeiture of the bid security, in which event the procuring agency may

make the award to the next ranked bidder or call for new bids.

50. **Advance Payment**

50.1. The Procuring Agency will provide an Advance Payment as stipulated in the Conditions of Contract, subject to a maximum amount, as stated in the **BDS**. The Advance Payment request shall be accompanied by an Advance Payment Guarantee in the form provided in Contract Forms.

51. **Arbitration**

51.1. The Arbitrator shall be appointed by mutual consent of the both parties as per the provisions specified in the **SCC**.

52. **Corrupt & Fraudulent Practices**

52.1. Procuring Agencies (including beneficiaries of Government funded projects and procurement) as well as Bidders/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts, and will avoid to engage in any corrupt and fraudulent practices.

G. Grievance Redressal & Complaint Review Mechanism

53. **Constitution of Grievance Redressal**

53.1. The Principal Accounting Officer or head of procuring agency or any authorized officer shall constitute a committee comprising of odd number of members completely outside the procuring agency from any other procuring agency or from the pool of experts maintained by the Authority and accessible through EPADS with necessary powers and authorizations, to address the complaints of bidders or parties that may occur prior to the entry into force of the procurement contract.

53.2. Any party may file a written complaint, two days prior to the proposal submission deadline, against the eligibility parameters, evaluation criteria or

any other terms and conditions described in the bidding documents, if found contrary to the provisions of the procurement regulatory framework, and the same shall be addressed by the GRC.

53.3. Any bidder or party feeling aggrieved by any act of the procuring agency after the submission of bid, may lodge a written complaint concerning his grievances within seven days of announcement of the technical evaluation report and five days after issuance of final evaluation report.

53.4. In case, the complaint is filed against the technical or final evaluation report, the GRC may suspend the procurement proceedings till the decision.

53.5. In case, the complaint is filed after the issuance of the final evaluation report, the complainant may not raise any objection on technical evaluation of the report:Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage-single envelope bidding procedure is adopted.

53.6. The GRC shall investigate and decide upon the complaint within ten days of its receipt.

53.7. Any bidder or party not satisfied with the decision of the GRC or if GRC fails to decide within ten days under sub-rule 6, may file an appeal before the Appellate Committee of the Authority, comprising odd number of members including an external member within ten days of communication of decision subject to depositing the prescribed fee and in accordance with the procedure determined by the Authority. The Appellate Committee of the Authority shall decide the appeal within 45 days from the receipt of the appeal. The Appellate Committee may suspend the process of award of contract to such period as deemed appropriate during the pendency of appeal. The decision of the Appellate Committee of the Authority shall be considered as final.

H. Blacklisting/ Debarment

55. **Procedure for Blacklisting/Debarment**

55.1. The procuring agency may initiate blacklisting proceedings against contractor/supplier in accordance with Rule-25 of the Public Procurement Rules, 2026 , Mechanism for Blacklisting, Debarment Regulations, 2026 and “procedure for filling and disposal of review petition under rule-25(6) of Public Procurement Rules, 2026.

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Bid Data Sheet

Bids Data Sheet (BDS)

The following specific data for the procurement of Goods to be procured shall complement, supplement, or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over those in ITB.

BDS Clause Number
ITB Number
Amendments of, and Supplements to, Clauses in the Instruction to Bidders

A. Introduction

BDS Clause Number 1
ITB Number 1.1

Name of Procuring Agency: **Pakistan Civil Aviation Authority (Ministry of Defence)**

The subject of procurement is: **Tender for Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA)**

Expected commencement date: **Friday, January 29, 2027**

BDS Clause Number 2
ITB Number 2.1

Financial year for the operations of the Procuring Agency: **2026-27**

Name and identification number of the Contract: **P177348**

BDS Clause Number 3
ITB Number 4.6

JV/Consortium or Association Allowed: **No**
Number of JV/Consortium Members: **Nil**

B. Bidding Documents

BDS Clause Number 4
ITB Number 7.1

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Friday, November 13, 2026
Pre-Bid Meeting: Tuesday, November 10, 2026 03:00 PM
Venue: Main Conference Room, Headquarter, PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi

BDS Clause Number 5
ITB Number 8.1

Any addendum, in case issued, shall be published on **Pakistan Civil Aviation Authority (Ministry of Defence)** website and on **EPADS v2.0**.

BDS Clause Number 6
ITB Number9.1

List of documents required along with the bid: **No**

BDS Clause Number 7
ITB Number 11.1

The qualification criteria to establish the supply / production capability of the bidder.

see Eligibility Criteria

BDS Clause Number 8
ITB Number 7.6

Services and Their related documents:
See section Required Services and Scope of Work

BDS Clause Number 9
ITB Number 13.1 & 13.2

Price schedule will be provided according to the format defined and acquired.
see section price schedule.

BDS Clause Number 10
ITB Number 7.6.2

Specifications:

see section of specifications.

C. Preparation of Bids

BDS Clause Number 11
ITB Number 13.5

The price shall be **Fixed**.

BDS Clause Number 12
ITB Number 15.1

Currency of the Bids shall be : **PKR**

BDS Clause Number 13
ITB Number 16.1

The Bids/Bid Validity period shall be: **180 Days**

BDS Clause Number 14
ITB Number 17.1

The amount of Bid Security shall be as defined in Bid Security Section for items and lots given in **BDS 6**
Instrument of Bid Security Shall be in the Name of : **Pakistan Civil Aviation Authority**
The Bid Security shall be in the form of: **Pay Order**

BDS Clause Number 15
ITB Number 17.3

The Bids security shall be valid for twenty-eight (28) days beyond the expiry of the Bids validity period specified in the bidding documents, for example the bid validity is 180 days so the bid security shall be valid for 180+28 = 208 days.

BDS Clause Number 16
ITB Number 18.1

Alternative Bids to the requirements of the bidding documents will not be permitted.

D. Submission of Bids

BDS Clause Number 17
ITB Number 21.1

Bid shall be submitted online on **EPADS v2.0** whereas hard copy of the bid security should be submitted to the following;

HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi

Bids that are not submitted on EPADS v2.0 shall be disqualified.

The deadline for Bids submission is: **Monday, November 16, 2026 11:00 AM**

E. Opening and Evaluation of Bids

BDS Clause Number 18
ITB Number 26.1

The Bids opening shall take place on **EPADS v2.0**.

Day *:* ***Monday***

Date: ***Monday, November 16, 2026***

Time *:* ***11:30 AM***

BDS Clause Number 19
ITB Number 32.1

Selection technique adopted will be: **Quality and Cost Based Selection (QCBS)**
see Evaluation Criteria

F. Award of Contract

BDS Clause Number 20
ITB Number 49.1

The Performance guarantee shall: **10.00%**.

The Performance Guarantee shall be acceptable in the form of: **Pay Order, Bank Guarantee**

BDS Clause Number 21
ITB Number 51.1

Arbitrator shall be appointed by mutual consent of the both parties.

G. Review of Procurement Decisions

BDS Clause Number 22
ITB Number 53.1

Grievence against this procurement shall be submitted online on **EPADS v2.0**.

Eligibility Criteria

All Active Taxpayers shall be eligible to participate in the procurement process, unless expressly excluded or otherwise restricted under the Eligibility Criteria specified by the Procuring Agency.

Required Registration
NADRA CITIZENSHIP (CNIC/NICOP)
FBR (NTN)
FBR (GSTN)
SECP

Eligibility Criteria	Document
Tax Registration & Active Status Valid registration with Federal Board of Revenue (FBR) for NTN and active status on ATL. Valid FBR Registration Certificate and ATL Status Verification Document	Yes
Relevant Business Standing: Minimum five (05) years of status being separate taxable entity in Pakistan delivering Technology Services. SECP Certificate of incorporation along with Memorandum & Articles of Association or Registrar of Firms / Partnership Deed	Yes
Non-Blacklisting Undertaking Legal Affidavit on stamp paper of PKR 1000/-	Yes

OEM Ecosystem & Localization The proposed OEM (of offered product) must exist in Pakistan as an Entity OR Liason office, and must have an established Office in Pakistan. Please attach OEM office location and address of quoted OEM.	Yes
OEM ERP Product The offered ERP product must be recognized as a Leader in the relevant ERP category by a reputable independent industry analyst/research organization, such as Gartner or IDC, based on the latest applicable published assessment available on the bid submission date. Relevant Gartner/IDC report / website, the proposed OEM must reflect as Leader for ERP.	Yes
OEM's Offered product footprints in Public Sector in Pakistan The proposed ERP product shall have been implemented in at least four (04) distinct Public Sector legal entities, Organizations, Autonomous Bodies, or State-Owned Enterprises in Pakistan. List of Entities where the OEM's ERP is implemented.	Yes
Core ERP Product Type The offered product must be available on-premise for Core ERP (including Finance, SCM, Projects, HR, Asset Maintenance). Non-core components may be cloud-based. The bidder or OEM must submit declaration on it's Letterhead.	Yes
OEM Partner The Bidder shall have been an authorized Services Partner of the proposed ERP OEM. OEM Published Status available on OEM Website.	Yes
Financial Capacity The Bidder Average Annual Turnover of at least PKR 1 Billion over the last three (03) Financial years. Audited Financial Statements for the last three (03) completed financial years duly signed by bidder's authorized representative	Yes
International Quality Certifications The Bidder must be an Active ISO 27001 (ISMS) or ISO 20000-1 or CMMI Level 3 (or higher) certifications in software/consulting services. Valid ISO 27001 or ISO 20000-1 or CMMI Accreditation Certificates issued in the name of Bidder	Yes
Local Presence & Support Infrastructure Fully functional local office in Pakistan. Lease Agreements / Utility Bills.	Yes

Resource Capacity The Bidder must have at least thirty (30) full-time ERP technical and functional consultants who are trained on the same OEM ERP product being offered. Undertaking on Bidder's Letterhead signed by Bidder's authorized representative	Yes

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Evaluation Criteria

Quality and Cost Based Selection (QCBS)

Weightage

Technical Evaluation %	Financial Evaluation %
70	30

Technical Marks	100
Passing Marks	**70**
OEM Global Aviation & Airports Deployments	
The OEM's ERP Solutions must be implemented in at least five (5) distinct organizations/entities within the global aviation sector Official OEM Published Case Studies or Published Customer Success Stories, or OEM Reference List (signed by OEM 's authorized representative) or any other verifiable document. (Quantitative)(Doc Required)	10
ERP OEM’s deployment in Public Sector in Pakistan	

Proposed OEM ERP platform is implemented in Pakistani Public Sector Organizations / Autonomous Bodies / State-Owned Enterprises (SOEs): Copy of OEM Client Reference List in Pakistan Public Sector accompanied by either OEM's Letterhead undertaking or verified completion/go-live certificates or client confirmation letters or any verifiable document that verifies that OEM's ERP is deployed in Public Sector (Qualitative)(Doc Required) 12 or More **(20)** 10 or More **(16)** 8 or More **(12)** 6 or More **(8)** 4 or More **(4)**	20
Criteria	
Average Annual Turnover (Last 3 Years) Documentary Evidence: Audited Financial Statements for the last 3 years duly attested by the Bidder (Qualitative)(Doc Required) More than PKR 3.0 Billion **(20)** More than PKR 2.5 Billion up to PKR 3.0 Billion **(16)** More than PKR 2.0 Billion up to PKR 2.5 Billion **(12)** More than PKR 1.5 Billion up to PKR 2.0 Billion **(8)** PKR 1.0 Billion up to PKR 1.5 Billion **(4)**	20

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The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license / Subscription fees / Equipment (Local experience with in last ten years) *Core ERP means complete implementations of core modules including but not limited to Finance & SCM Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment. (Qualitative)(Doc Required) 05 or more projects **(8)** 04 Projects **(6)** 03 Projects **(4)** 02 Projects **(2)** 01 Project **(1)**	8
The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license /Subscription fees / Equipment (Global experience with in last ten years) *Core ERP means complete implementations of core modules including but not limited to Finance & SCM Documentary Evidence: Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment. (Qualitative)(Doc Required) 05 or more projects **(5)** 04 Projects **(4)** 03 Projects **(3)** 02 Projects **(2)** 01 Project **(1)**	5

The Bidder must have an experience of at least one Business Process Re-engineering (BPR) assignment in Pakistan during the last ten (10) years, involving assessment and transformation of business processes, including development/revision of policies, SOPs, procedures or regulations. (Local experience with in last ten years) Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the Business Process Re-engineering. (Qualitative)(Doc Required) 03 or more project **(4)** 02 Projects **(2)** 01 Project **(1)**	4
The Bidder must have an experience of at least one Core ERP implementation of the quoted OEM's ERP for an Aviation-sector organization during the last ten (10) years. Core ERP means an integrated implementation covering the principal core modules, including at minimum Finance and SCM/Procurement. Documentary evidence: Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of Core ERP in Aviation sector (Qualitative)(Doc Required) 02 or more project **(6)** 01 Project: **(3)**	6
Staffing Capacity – OEM-Trained ERP Consultants Marks shall be awarded based on the number of OEM-trained ERP consultants Documentary evidence: Verifiable list of OEM Trained Consultants in bidder's organization. (Qualitative)(Doc Required) 70+ **(5)** 60+ **(4)** 50+ **(3)** 40+ **(2)** 30+ **(1)**	5

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Proposed Project Manager Documentary Evidence: Comprehensive CV, PMP/OEM Training evidence, and Project Experience Sheets. The Project Manager must have experience of 15+ years in OEM ERP Full Scale Implementation as Project Manager in atleast (04) ERP Implementations (Qualitative)(Doc Required)	5
Proposed Functional & Technical Lead Consultants Documentary evidence: Detailed Resumes, OEM Trained evidence, Professional Certificates /Global certificate for relevant trainings Requirement: Dedicated Lead Consultants for each core module domain Marking Criteria: - Lead (Finance)+ 5 years Experience + OEM Trained = 01 - Lead(SCM) + 5 years Experience + OEM Trained = 01 - Lead(Projects) + 5 years Experience + OEM Trained = 01 - Lead(Asset Management) + 5 years Experience + OEM Trained = 01 -Lead (Human Resources)+ 5 years Experience + OEM Trained = 01 Total = 05 Marks (Qualitative)(Doc Required)	5
Integration & Architecture Experts Documentary evidence: Detailed Resume and relevant training Credentials. Solution Architect & Integrations Team Leader Experience: (10+ years exp.) (Qualitative)(Doc Required)	2
Project Implementation Methodology (including Business & Data Transformation /equivalent), Governance, QA, risk and escalations) Project Documents need to submit for Implementation Approach & Work Plan (Qualitative)(Doc Required)	2
Change Management, Training, Knowledge Transfer & user Adoption Strategy (Qualitative)(Doc Required)	1
Detailed Project Schedule, Milestones and Deliverables (Qualitative)(Doc Required)	1
The Bidder shall provide evidence of its project governance and corrective-action mechanism for managing schedule and cost deviations, supported by at least one relevant case study. (Qualitative)(Doc Required)	1
OEM validated accelerator packages developed by the bidder. The accelarator products of bidder must be available and reflected on offered OEM official website as OEM Validated Accelerators (Qualitative)(Doc Required) 05 or more **(5)** 04 **(4)** 03 **(3)** 02 **(2)** 01 **(1)**	5

Required Services

Lot Title : Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA)

Bid Security : 1400000 PKR

Position	Delivery Schedule	Quantity
ERP Licenses (On-Premise Core ERP) / Subscriptions for PCAA Inclusive of all applicable taxes, Excluding Provincial Sales Tax	**Address:** HEADQUARTERSPAKISTAN CIVIL AVIATION AUTHORITYB-6, KDA Scheme-1, Karsaz, Karachi **Schedule:** As per Annexure - F - Price Schedule **Quantity:** 1/job	1/job
Complete Turnkey Implementation of the Enterprise Resource Planning (ERP) System for PCAA as per the Scope of Work (Annexure B). Inclusive of all applicable taxes, Excluding Provincial Sales Tax	**Address:** HEADQUARTERSPAKISTAN CIVIL AVIATION AUTHORITYB-6, KDA Scheme-1, Karsaz, Karachi **Schedule:** As per Annexure - E **Quantity:** 1/job	1/job

Position	Delivery Schedule	Quantity
Hosting & Managed Infrastructure Services for PCAA Inclusive of all applicable taxes, Excluding Provincial Sales Tax	**Address:** HEADQUARTERSPAKISTAN CIVIL AVIATION AUTHORITYB-6, KDA Scheme-1, Karsaz, Karachi **Schedule:** As per Annexure - F - Price Schedule and Terms and Conditions III **Quantity:** 1/job	1/job

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Related Services :

No

Services Specifications

Lot Title : Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA)

Position: ERP Licenses (On-Premise Core ERP) / Subscriptions for PCAA Inclusive of all applicable taxes, Excluding Provincial Sales Tax

Specifications / Requirements:

As per Annexures Attached

Position: Complete Turnkey Implementation of the Enterprise Resource Planning (ERP) System for PCAA as per the Scope of Work (Annexure B). Inclusive of all applicable taxes, Excluding Provincial Sales Tax

Specifications / Requirements:

As per Annexures Attached

Position: Hosting & Managed Infrastructure Services for PCAA Inclusive of all applicable taxes, Excluding Provincial Sales Tax

Specifications / Requirements:

As per Annexures Attached

Scope of Work

As per Annexure - B

Brief Description

The Pakistan Civil Aviation Authority (PCAA), established under the repealed Pakistan Civil Aviation Authority Ordinance, 1982, continues to function as an autonomous statutory body under the Pakistan Civil Aviation Act, 2023, under the administrative control of the Ministry of Defence, Government of Pakistan. The Authority is responsible for the control, regulation and oversight of civil aviation activities in Pakistan.

Digital transformation has become a strategic requirement for modern civil aviation regulators. Globally, regulatory authorities are moving from fragmented applications and manual processes towards integrated Enterprise Resource Planning (ERP) platforms that standardize business processes, strengthen governance and internal controls, improve operational efficiency, enhance management visibility and support data-driven decision-making.

In this context, modernization and expansion of PCAA's ERP environment is required to align its information systems with its evolving statutory responsibilities, operational requirements, organizational structure and future business needs.

Price Schedule

For Individual Positions

#	Position Title	Quantity	Unit Price (PKR)	Total Price (PKR)	Delivery Location	Delivery Period / Year	Country of Origin
1							
2							

For Lots

#	Lot Title	Total Lot Price (PKR)	Country of Origin
1	[Lot 1 Title]		

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

General Conditions of Contract

A. General

1. **Definitions**

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract shall have the same meaning and shall be interpreted as indicated

1.1.1. “Applicable Law” means the laws and any other instruments having the force of law in the Government’s Country, or in such other country as may be specified in the Special Conditions of the Contract (SC), as they may be issued and in force from time to time;

1.1.2. “The Contract” means an agreement enforceable by law;

1.1.3. “The Contract Price” means the price payable to the Contractor under the Contract for the full and proper performance of its contractual obligations;

1.1.4. “The Services” means the work to be performed by the Contractor pursuant to this Contract and as prescribed in the Specifications and Schedule of Activities included in the Contractor’s Bid;

1.1.5. “Ancillary Services” means those services ancillary to the provision of Services, such as transportation and insurance, and any other incidental services, such as installation, commissioning, provision of technical assistance, training, and other such obligations of the Contractor covered under the Contract;

1.1.6. “GCC” means the General Conditions of Contract contained in this section;

1.1.7. “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented;

1.1.8. **“**Day” means calendar day unless indicated otherwise;

1.1.9. “Effective Date” means the date on which this Contract comes into force and effect;

1.1.10. “The Contractor” means the individual or corporate body whose Bids to provide the Services has been accepted by the Procuring Agency;

1.1.11. “The Project Site,” where applicable, means the place or places named in Bid Data Sheet and technical Specifications;

1.1.12. “Government” means the Government of Pakistan;

1.1.13. “Local Currency” means the currency of Pakistan;

1.1.14. “In Writing” means communicated in written form with proof of receipt;

1.1.15. “Completion Date” means the date of completion of the Services by the Contractor as certified by the Procuring Agency;

1.1.16. “Foreign Currency” means any currency other than the currency of the country of the Procuring Agency;

1.1.17. “Party” means the Procuring Agency or the Contractor, as the case may be, and “Parties” means both of them;

1.1.18. "Service" means any object of procurement other than goods or works;

1.1.19. “Subcontractor” means any entity to which the Bidder subcontracts any part of the Services.

2. **Applicable Law**

2.1. The contract shall be governed and interpreted in accordance with the laws of Pakistan, unless otherwise specified in SCC.

3. **Language**

3.1. The Contract as well as all correspondence and documents relating to the Contract exchanged between the Contractorand the Procuring Agency, shall be written in the **English language** unless otherwise stated in the **SCC** . Supporting documents and printed literature that are part of the Contract may be in another language provided these are accompanied by an accurate translation of the relevant passages in English, in which case, for purposes of interpretation of the Contract, this translation shall govern.

4. **Notices**

4.1. Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram, or facsimile to such Party at the address specified in the **SCC**.

5. **Location**

5.1. The Services shall be performed at such locations as the Procuring Agency may approve and as specified in **SCC.**

6. **Authorized Representatives / Authority of Member in charge**

6.1. Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Procuring Agency or the Contractor may be taken or executed by the officials specified in the **SCC**.

B. Commencement, Completion, Modification, and Termination of Contract

7. **Effectiveness of Contract**

7.1. This Contract shall come into effect on the date the Contract is signed by both parties and such other later date as may be stated in the **SCC.**

8. **Commencement of Services**

8.1. The Contractor shall confirm availability of required resources and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC.**

9. **Program schedule**

9.1. Before commencement of the Services, the Contractor shall submit to the Procuring Agency for approval a Program showing the general methods, arrangements, order and timing for all activities. The Services shall be carried out in accordance with the approved Program as updated.

10. **Starting Date/Expiration Date**

10.1. The Contractor shall start carrying out the Services Five (05) days after the date the Contract becomes effective, or at such other date as may be specified in the **SCC.**

10.2. Unless terminated earlier pursuant to Clause **GCC 14** hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the **SCC.**

11. **Entire Agreement**

11.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

12. **Modification**

12.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any modification(s) or variation(s) made by the other Party.

12.2. In cases of any modification(s) or variation(s), the prior written consent of the Procuring Agency is required.

13. **Force Majeure**

13.1. **Definition**
For the purposes of this Contract, “Force Majeure” means an event which is beyond the reasonable control of a Contractor and which makes a Contractor’s performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.

13.2. **No Breach of Contract**
The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract in so far as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.

13.3. **Extension of Time**

Any period within which a Contractor shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

13.4. **Payments**

During the period of their inability to perform the Services as a result of an event of Force Majeure, the Contractor shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period.

14. **Termination**

14.1. **By the Procuring Agency**

The Procuring Agency may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (e) of this Clause. In such an occurrence the Procuring Agency shall give at least thirty (30) calendar days' written notice of termination to the Contractor in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e);

14.1.1. If the Contractor fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension;

14.1.2. If the Contractor becomes (or, if the Contractor consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

14.1.3. If the Contractor fails to comply with any final decision reached as a result of arbitration proceedings;

14.1.4. If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

14.1.5. If the Procuring Agency, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

14.2. **By the Contractor**

The Contractor may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Procuring Agency, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

14.2.1. If the Procuring Agency fails to pay any money due to the Contractor pursuant to this Contract and not subject to dispute within thirty (30) calendar days after receiving written notice from the Contractor that such payment is overdue;

14.2.2. If, as the result of Force Majeure, the Contractor is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

14.2.3. If the Procuring Agency fails to comply with any final decision reached as a result of arbitration;

14.2.4. If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within thirty (30) days (or such longer period as the Bidder may have subsequently approved in writing) following the receipt by the Procuring Agency of the Contractor's notice specifying such breach.

C. Obligations of the Contractor

15. **General**

15.1. **Standard of Performance**

15.1.1. The Contractor shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Contractor shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Agency, and shall at all times support and safeguard the Procuring Agency's legitimate interests in any dealings with the third parties;

15.1.2. The Contractor shall employ and provide such qualified and experienced Experts and Sub-Contractors as are required to carry out the Services.

15.2. **Law Applicable to Services**

The Contractor shall perform the Services in accordance with the Contract and in accordance with the Law of Pakistan and shall take all practicable steps to ensure that any of its Experts and Sub-Bidders, comply with the Applicable Law.

16. **Conflict of Interests**

16.1. **Contractor Not to Benefit from Commissions and Discounts**

The remuneration of the Contractor shall constitute the Contractor's sole remuneration in connection with this Contract or the Services, and the Contractor shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Contractor shall use their best efforts to ensure that the Personnel, any Subcontractors, and agents of either of them similarly shall not receive any such additional remuneration.

16.2. **Contractor and Affiliates Not to be Otherwise Interested in Project**

The Contractor agree that, during the term of this Contract and after its termination, the Contractor and its affiliates, as well as any Subcontractor and any of its affiliates, shall be disqualified from providing Services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

16.3. **Prohibition of Conflicting Activities**

Neither the Bidder nor its Subcontractors nor the Personnel shall engage, either directly or indirectly, in any of the following activities:

16.3.1. during the term of this Contract, any business or professional activities in the Government's country which would conflict with the activities assigned to them under this Contract;

16.3.2. during the term of this Contract, neither the Contractor nor their Subcontractors shall hire public employees in active duty or on any type of leave, to perform any activity under this Contract;

16.3.3. after the termination of this Contract, such other activities as may be specified in the **SCC.**

17. **Insurance to be Taken Out by the Contractor**

17.1. The Contractor(a) shall take out and maintain, and shall cause any Subcontractors to take out and maintain, at its (or the Sub-contractors', as the case may be) own cost but on terms and conditions approved by the Procuring Agency, insurance against the risks, and for the coverage, as shall be specified in the **SCC**; and (b) at the Procuring Agency's request, shall provide evidence to the Procuring Agency showing that such insurance has been taken out and maintained and that the current premiums have been paid.

18. **Contractor's Actions Requiring Procuring Agency's Prior Approval**

18.1. The Contractor shall obtain the Procuring Agency's prior approval in writing before taking any of the following actions:

18.1.1. appointing such members of the Personnel not provided by the Contractor;

18.1.2. changing the Program of activities; and

18.1.3. any other action that may be specified in the **SCC.**

19. **Reporting Obligations**

19.1. The Contractor shall submit to the Procuring Agency the reports and documents in the numbers, and within the periods as prescribed by the Procuring Agency.

20. **Liquidated Damages**

20.1. **Payments of Liquidated Damages**
The Contractor shall pay liquidated damages to the Procuring Agency at the rate per day stated in the **SCC** for each day that the Completion Date is later than the Intended Completion Date. The total amount of liquidated damages shall not exceed the amount defined in the **SCC**. The Procuring Agency may deduct liquidated damages from payments due to the Contractor. Payment of liquidated damages shall not affect the Contractor's liabilities.

20.2. **Correction for Over-payment**
If the Intended Completion Date is extended after liquidated damages have been paid, the Procuring Agency shall correct any overpayment of liquidated damages by the Contractor by adjusting the next payment certificate. The Contractor shall be paid interest on the overpayment, calculated from the date of payment to the date of repayment, at the rates specified in **SCC.**

20.3. **Lack of performance penalty**

If the Contractor has not corrected a Defect within the time specified in the Procuring Agency's notice, a penalty for Lack of performance will be paid by the Contractor. The amount to be paid will be calculated as a percentage of the cost of having the Defect corrected, assessed as specified in the Contractor

21. **Performance Guarantee**

21.1. Within the time stipulated in the acceptance letter from the Procuring Agency, the successful Bidder shall furnish the Performance Guarantee in shape and amount **specified in SCC.**

21.2. The proceeds of the Performance Guarantee shall be payable to the Procuring agency as compensation for any loss resulting from the Service Provider failure to complete its obligations under the Contract.

21.3. The Performance Guarantee shall be denominated in the currency of the Contract, or in a freely convertible currency acceptable to the Procuring agency and shall be in the acceptable form as specified in **SCC**.

21.4. The Performance Guarantee will be discharged by the Procuring agency and returned to the Service Provider not later than thirty (30) days following the date of completion of the Supplier's performance obligations under the Contract, including any warranty obligations, unless otherwise **specified in SCC.**

22. **Sustainable Procurement**

22.1. The Contractor shall conform to the sustainable procurement contractual provisions, if and as specified in the **SCC.**

D. Contractor's Personnel

23. **Description of Personnel**

23.1. The titles, agreed job descriptions, minimum qualifications, and estimated periods of engagement in the carrying out of the Services of the Contractor's Key Personnel. The Key Personnel listed by title as well as by name are hereby approved by the Procuring Agency.

24. **Removal and / or Replacement of Personnel**

24.1. Except as the Procuring Agency may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Contractor, it becomes necessary to replace any of the Key Personnel, the Contractor shall provide as a replacement a person of equivalent or better qualifications.

24.2. If the Procuring Agency finds that any of the Personnel have (i) committed serious misconduct or have been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Contractor shall, at the Procuring Agency's written request specifying the grounds thereof, provide as a replacement a person with qualifications and experience acceptable to the Procuring Agency.

24.3. The Contractor shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

E. Obligations of the Procuring Agency

25. **Change in the Applicable Law**

25.1. If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost of the Services rendered by the Contractor, then the remuneration and reimbursable expenses otherwise payable to the Contractor under this Contract shall be increased or decreased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the amounts referred in the **SCC.**

26. **Services and Facilities**

26.1. The Procuring Agency shall make available to the Contractor and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference, at the times and in the manner specified in the Terms of Reference.

26.2. In case that such services, facilities and property shall not be made available to the Contractor, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Contractor for the performance of the Services, (ii) the manner in which the Contractor shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Contractor as a result thereof.

F. Payments to the Contractor

27. **Contract Price**

27.1. The price payable shall be in Pakistani Rupees unless otherwise specified in the **SCC**.

28. **Terms and Conditions of Payment**

28.1. Payments will be made to the Contractor according to the payment schedule stated in the **SCC** and as per actual invoice submitted by the Contractor.

28.2. Unless otherwise stated in the **SCC**, the advance payment shall be made against the provision by the Contractor of a bank guarantee for the same amount, and shall be valid for the period stated in the **SCC.** Any other payment shall be made after the conditions listed in the **SCC** for such payment have been met, and the Contractor have submitted an invoice to the Procuring Agency specifying the amount due.

29. **Quality Control Identifying Defects**

29.1. The principle and modalities of Inspection of the Services by the Procuring Agency shall be as indicated in the **SCC.** The Procuring Agency shall check the Contractor's performance and notify him of any Defects that are found. Such checking shall not affect the Contractor's responsibilities. The Procuring Agency may instruct the Contractor to search for a Defect and to uncover and test any service that the Procuring Agency considers may have a Defect. Defect Liability Period is as defined in the **SCC**.

30. **Correction of Defects, and Lack of Performance Penalty**

30.1. The Procuring Agency shall give notice to the contractor of any Defects before the end of the Contract. The Defects liability period shall be extended for as long as Defects remain to be corrected.

30.2. Every time notice a Defect is given; the contractor shall correct the notified Defect within the length of time specified by the Procuring Agency's notice.

30.3. If the contractor has not corrected a Defect within the time specified in the Procuring Agency's notice, the Procuring Agency will assess the cost of having the Defect corrected, the contractor will pay this amount, and a Penalty for Lack of Performance.

31. **Settlement of Disputes Amicable Settlement**

31.1. The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

32. **Dispute Settlement**

32.1. **Arbitration**

32.1.1. **Alternate Dispute Resolution (ADR),** After coming into force of the procurement contracts, disputes, between the parties to the contract may be settled by one or more alternate dispute resolution methods including
Arbitration. Where an Alternate Dispute Resolution process other than Arbitration may not lead to an amicable settlement of dispute, Arbitration shall be resorted to.

32.1.2. The procuring agency shall specify mechanism for the appointment of an arbitrator expressly in the contract and the competent authority who shall appoint the arbitrator.

32.1.3. The laws of Pakistan shall apply to an arbitration unless specifically agreed to otherwise in the contract.

Special Conditions of Contract

SECTION VIII. SPECIAL CONDITIONS OF CONTRACT

The following Special Conditions of Contract shall supplement the General Conditions of Contract. Whenever there is a conflict, the provisions herein shall prevail over those in the Conditions of Contract. The corresponding clause number of the GCC is indicated in parentheses.

Number of GC Clause

Amendments of, and Supplements to, Clauses in the General Conditions of Contract

Definitions

The Procuring Agency is: Pakistan Civil Aviation Authority (Ministry of Defence), Additional Director Admin HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi

Contractor is:

The title of the subject procurement is:Tender for Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA)

Number of GC Clause 2

Applicable/Governing Law:

The Contract shall be interpreted in accordance with the laws of Islamic Republic of Pakistan

Number of GC Clause 3

Language:

The language of the Contract, all correspondence and communications to be given, and all other documentation to be prepared and supplied under the Contract shall be in **English.**

Number of GC Clause 4

Notices:

The addresses for the notices are:

Procuring Agency:

Pakistan Civil Aviation Authority (Ministry of Defence), Additional Director Admin
HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi
+92-345-213-67
rehan.shaukat@pcaa.gov.pk

Contractor/ Bidder:

[Name, address and telephone number].

The Contractor/ Bidder’s Representative(s)

[Name, address, telephone number and e-mail address]

Number of GC Clause 6.1

The Authorized Representatives are:

For the Procuring Agency:

Pakistan Civil Aviation Authority (Ministry of Defence), Additional Director Admin
HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi
+92-345-213-67
rehan.shaukat@pcaa.gov.pk

For the Bidder:

Name: ……

Designation: ……..

Address: ……..

Number of GC Clause 7

Effectiveness of the contract

The Contractor/Bidder shall be effective within ….. days from the date of signature of the Contract by both parties

Number of GC Clause 8

Commencement of Contract:

The Contractor/ Bidder shall provide Non-Consultancy Services from the effective date of contract.

Number of GC Clause 10.2

Expiration of Contract:

The time period shall be …….

Number of GC Clause 14

Termination

In the event of termination of the contract due to any reason as already defined in the General Conditions of Contract, the Bidder shall be responsible for providing to the Authority the Goods till the time of alternate arrangements.

Number of GC Clause 16

Conflict of Interest:

The Procuring Agency reserves the right to determine on a case-by-case basis whether the Bidder should be disqualified from providing goods or services due to a conflict of a nature described in Clause GCC 16**.**

Number of GC Clause 20

Liquidated Damages

If the Bidder fails to provide services as required under the contract or in case of any data loss/data breach or any incident compromising the data security or other such failures related to any services, the Bidder shall pay to the Procuring Agency as Liquidated Damages at a rate of **0.02%** to **10.00%** of the Contract value, in accordance with the extent of performance failure & the cost of investigating such incidents as judged by the Authority.

Number of GC Clause 21

Performance Guarantee:
Instrument of Performance Guarantee shall be in the Name of : **Pakistan Civil Aviation Authority**

The amount of performance guarantee shall be 10.00% of the contract price in acceptable form of Pay Order, Bank Guarantee

Number of GC Clause 27

Currency of Payment:

All the payment to be released to the contractor/Bidder shall be in Pakistani Rupees.

Number of GC Clause 28

Payment terms:

Payment will be made to the Bidder against the procured Goods and services according to the actual invoice or running bills submitted by the Bidder against the services provided within the time given in the conditions of the contract.

Number of GC Clause 29

Identifying Defects:

The Authority reserves the right at any time to inspect the premises of the provider to inspect the goods and monitor the goods being provided.

Number of GC Clause 31

Following is the guidance for Dispute Resolution

i. If any dispute of any kind whatsoever shall arise between the Authority and the Bidder in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Contract – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard**.**

ii. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties**.**

iii. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties**.** The Arbitration shall take place in Islamabad, Pakistan and proceedings will be conducted in English language.

iv. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute**.**

v. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the contract.

Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Authority shall pay the Bidder any monies due to the Bidder.

Arbitrator's fee:

The fee shall be specified in Pak Rupees, as determined by the Arbitrator, which shall be shared equally by both parties**.**

Appointing Authority for Arbitrator:

By the Mutual Consent or in accordance with the provisions of Arbitration Act, 1940, in case the parties fail to reach a consensus on the name of sole arbitrator, any party may submit an application to the Chief Justice Islamabad High Court for appointment of sole arbitrator. The Chief Justice IHC may appoint a former judge of any High Court or Supreme Court as the sole arbitrator to resolve the dispute between the parties.

Rules of procedure for arbitration proceedings:

Any dispute between the Authority and a Bidder who is a national of the Islamic Republic of Pakistan arising in connection with the present Contract shall be referred to adjudication or arbitration in accordance with the laws of the Islamic Republic of Pakistan including Arbitration Act 1940, however above provision shall prevail in referring the case to the Arbitrator.

Place of Arbitration and Award:

The arbitration shall be conducted in English language and place of arbitration shall be at Islamabad. The award of the arbitrator shall be final and shall be binding on the parties.

Bid Securing Declaration

Form 9: Bid Securing Declaration

Date: *[insert date (as day, month and year)]*

Bid No.:***P177348***

To: **Pakistan Civil Aviation Authority (Ministry of Defence), Additional Director Admin HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi**

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid Securing Declaration.

We accept that we will be blacklisted and henceforth cross debarred for participating in respective category of public procurement proceedings for a period of (not more than) six months, if fail to abide with a bid securing declaration, however without indulging in corrupt and fraudulent practices, if we are in breach of our obligation(s) under the Bid conditions, because we:

1. have withdrawn or modified our Bid during the period of Bid Validity specified in the Form of Bid;

2. Disagreement to arithmetical correction made to the Bid price; or

3. having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the Bidding Documents.

We understand this Bid Securing Declaration shall expire if we are not the successful

Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight (28) days after the expiration of our Bid.

Contract Form

SECTION IX: CONTRACT FORMS

THIS AGREEMENT made the _____ day of _____ 20_____ between **Pakistan Civil Aviation Authority (Ministry of Defence), Additional Director Admin HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi**

(hereinafter called "the Procuring Agency") of the one part and *[name of Bidder]* of *[city and country of Bidder]* (hereinafter called "the Bidder") of the other part:

WHEREAS the Procuring Agency invited Bids for provision of goods, viz., **Tender for Digital Transformation and Integrated Enterprise Resource Planning (ERP) System in Pakistan Civil Aviation Authority (PCAA) (*P177348*)** and has accepted a Bids by the Bidder for the provision of Services in the sum of *[contract price in words and figures]* (hereinafter called "the Contract Price").

NOW THIS CONTRACT WITNESSETH AS FOLLOWS:

1. In this Contract words and expressions shall have the same meanings as are respectively assigned to them in the Conditions of Contract referred to.

2. The following documents shall be deemed to form and be read and construed as part of this Contract, In the event of any ambiguity or conflict between the Contract Documents listed below, the order of precedence shall be the order in which the Contract Documents are listed below:-

1. This form of Contract;
2. the Form of Bids and the Price Schedule submitted by the Bidder;
3. the Schedule of Requirements;
4. the Technical Specifications;
5. the Special Conditions of Contract;
6. the General Conditions of the Contract;
7. the Procuring Agency's Letter of Acceptance; and
8. [*add here: any other documents*]

3. In consideration of the payments to be made by the Procuring Agency to the Bidder as hereinafter mentioned, the Bidder hereby covenants with the Procuring Agency to provide the Goods related services and to remedy defects therein in conformity in all respects with the provisions of the Contract.

4. The Procuring Agency hereby covenants to pay the Bidder in consideration of the provision of Goods and the remedying of defects therein, the Contract Price or such other sum as may become payable under the provisions of the contract at the times and in the manner prescribed by the contract.

IN WITNESS whereof the parties hereto have caused this Contract to be executed in accordance with their respective laws the day and year first above written.

Signed, sealed, delivered by _____the _____ (for the Procuring Agency)

Witness to the signatures of the Procuring Agency:

……

Signed, sealed, delivered by _____the _____ (for the Procuring Agency)

Witness to the signatures of the Bidder: ……

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Integrity Pact

Integrity Pact

DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BYTHE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTH RS.10.00 MILLION OR MORE

Contract Number: Contract Value: Contract Title:

Dated:

[Name of Supplier] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoP) through any corrupt business practice.

Without limiting the generality of the foregoing [Name of Supplier] represents and warrants that it has fully declared the brokerage, commission, fee etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultations fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP, except that which has been expressly declared pursuant hereto.

[Name of Supplier] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with GoP and has not taken any action or will not take any action to circumvent the above declaration, representative or warranty.

[Name of Supplier] accepts full responsibility and strict liability for making and false declaration, not making full disclosure, misrepresenting fact or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GoP.

Notwithstanding any rights and remedies exercised by GoP in this regard, [Name of Supplier] agrees to indemnify GoP for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GoP in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [Name of Supplier] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP.

Performance Guarantee Form

Performance Guarantee Form

To: **Pakistan Civil Aviation Authority (Ministry of Defence), Additional Director Admin HEADQUARTERS PAKISTAN CIVIL AVIATION AUTHORITY B-6, KDA Scheme-1, Karsaz, Karachi**

WHEREAS *[name of Bidder]* (hereinafter called "the Bidder") has undertaken, in pursuance of Contract No. *[reference number of the contract]* dated *[insert date]* for provision of Non-Consultancy Services*(*hereinafter called "the Contract").

AND WHEREAS it has been stipulated by you in the said Contract that the Bidder shall furnish you with a Bank Guarantee by a reputable bank for the sum specified therein as security for compliance with the Bidder's performance obligations in accordance with the Contract.

AND WHEREAS we have agreed to give the Bidders guarantee:

THEREFORE, WE hereby affirm that we are Guarantors and responsible to you, on behalf of the Bidder, up to a total of *[amount of the guarantee in words and figures]*, and we undertake to pay you, upon your first written demand declaring the Bidder to be in default under the Contract and without cavil or argument, any sum or sums within the limits of *[amount of guarantee]* as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

This guarantee is valid until the: *[insert date]*

Signature and seal of the Guarantors

_____

[name of bank or financial institution]

_____

[address]

_____

[date}

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure

Annex A - PCAA_ Introductions PCAA

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex A - PCAA_ Introductions PCAA** (page number: 80)

Annex B - PCAA Scope of Work

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex B - PCAA Scope of Work** (page number: 83)

Annex C - PCAA_Technical Compliance Sheet - Tech Ven Submission

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex C - PCAA_Technical Compliance Sheet - Tech Ven Submission** (page number: 109)

Annex D - PCAA Evaluation Criteria with details - Info

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex D - PCAA Evaluation Criteria with details - Info** (page number: 148)

Annex E - PCAA Bid Specifcs License, Timeline, Resource, Payment Milestones

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex E - PCAA Bid Specifcs License, Timeline, Resource, Payment Milestones** (page number: 151)

Annex F - PCAA Price Schedule - Financial Vendor Submission

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex F - PCAA Price Schedule - Financial Vendor Submission** (page number: 159)

Annex G - PCAA Technical Specifications for Hosting Services

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex G - PCAA Technical Specifications for Hosting Services** (page number: 165)

Annex H - PCAA_List of Banks

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex H - PCAA_List of Banks** (page number: 172)

Annex I - PCAA_Additional Special Conditions of the Contract_29AUG26_V3

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annex I - PCAA_Additional Special Conditions of the Contract_29AUG26_V3** (page number: 173)

Annex J -PCAA_NDA

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annex J -PCAA_NDA** (page number: 188)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Procurement Forms

Historical Contract Non-Performance, and Pending Litigation and Litigation History

See Form Under Additional Forms and Documents: **Historical Contract Non-Performance, and Pending Litigation and Litigation History** (page number: 191)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

Additional Forms and Documents

BID SPECIFICS – OVERVIEW & BACKGROUND

1. INTRODUCTION

The Pakistan Civil Aviation Authority (PCAA), established under the repealed Pakistan Civil Aviation Authority Ordinance, 1982, continues to function as an autonomous statutory body under the Pakistan Civil Aviation Act, 2023, under the administrative control of the Ministry of Defence, Government of Pakistan. The Authority is responsible for the control, regulation and oversight of civil aviation activities in Pakistan.

Digital transformation has become a strategic requirement for modern civil aviation regulators. Globally, regulatory authorities are moving from fragmented applications and manual processes towards integrated Enterprise Resource Planning (ERP) platforms that standardize business processes, strengthen governance and internal controls, improve operational efficiency, enhance management visibility and support data-driven decision-making.

In this context, modernization and expansion of PCAA's ERP environment is required to align its information systems with its evolving statutory responsibilities, operational requirements, organizational structure and future business needs.

2. BACKGROUND AND CURRENT ENVIRONMENT

PCAA implemented its first ERP system in 2009, initially covering Financial Management and Inventory Management. While the system significantly improved automation at the time, PCAA's operational requirements have changed considerably due to the 2024 restructuring of the Authority. The existing ERP environment no longer provides the level of enterprise-wide integration, automation and management visibility required to support PCAA's current functions. Therefore, the Authority now requires an integrated digital platform.

3. CURRENT BUSINESS CHALLENGES

Several PCAA business processes continue to operate through standalone applications, spreadsheets, paper-based procedures and manual interventions. This fragmented environment results in duplication of data and effort, inconsistent information, limited real-time visibility, delays in decision-making and service delivery, increased operational risk and limited automation of end-to-end processes. A review of existing business processes, together with engagements with technology partners and an independent assessment of the in-house study, identified the following principal areas requiring digital transformation:

- Dependence on Manual Processes
- Limited Asset Lifecycle Management
- Fragmented Information Across Multiple Systems
- Inefficient Engineering and Project Management
- Procurement, Inventory and Warehouse Management Constraints
- Human Resource Management Limitations
- Workforce Training and Competency Tracking Issues

- Limited Management Visibility and Decision Support and delayed decision-making
- Data Quality and Master Data Problems
- Limited Integration with Aviation-Specific Systems
- Weak integration across finance, HR, procurement and assets
- limited automation of end-to-end business processes.
- duplication of data entry.
- inconsistent information across systems.
- limited real-time visibility of organizational performance.

4. STRATEGIC NEED FOR DIGITAL TRANSFORMATION

PCAA's requirement extends beyond replacement or upgrading of existing software. The Authority requires an enterprise-wide digital transformation programme that integrates core regulatory, financial, procurement, human resource and administrative functions; standardizes business processes; strengthens governance and transparency; and provides real-time management oversight.

The proposed ERP ecosystem should establish a reliable and centralized source of organizational information, reduce fragmented data repositories and manual processes, automate cross-functional workflows and provide management with timely and accurate information for effective decision-making.

5. BUSINESS CASE FOR ENTERPRISE DIGITAL TRANSFORMATION

The proposed transformation is driven by the following key requirements:

5.1 Enterprise-wide Integration

An integrated ERP platform will connect major business functions through standardized workflows and a common enterprise database, facilitating real-time information sharing and reducing duplication of effort.

5.2 Strengthening Corporate Governance

The ERP ecosystem will strengthen governance through standardized processes, workflow-based approvals, segregation of duties, comprehensive audit trails, improved accountability and reduced reliance on manual interventions.

5.3 Improving Executive Decision-Making

Integrated dashboards and KPIs covering financial performance, budget utilization, procurement, talent management, operational performance, training management etc. will provide management with timely and reliable information for data-driven decision-making.

5.4 Operational Excellence

The proposed ERP solution will automate repetitive activities, eliminate unnecessary process duplication and standardize workflows. Expected benefits include streamlined procurement and approval processes, improved employee and payroll management, standardized case and file management, faster financial closing and reconciliation and enhanced reporting capabilities.

6. OBJECTIVES OF THE RFP

The key objectives of this RFP are to identify and appoint a qualified vendor capable of:

- Deliver the required services for ERP System Implementation to digitalize Processes which are the primary responsibility of PCAA including HR, Finance, Procurement & Administration Functions within the defined scope, timeline, and quality expectations.
- Demonstrate relevant experience, technical capability, and sector understanding.
- Provide a practical, cost-effective, and sustainable implementation approach.
- Support knowledge transfer, stakeholder engagement, change management and successful adoption of the solution
- The post Go-Live support and SLA functions shall be very-well defined for clarity and their responsibility, periods and cost.
- The RFP encompasses vital aspects related to licenses procurement only when required and based on the analogy that as we grow and use the system we shall increase the licenses/landscape.

PROJECT SKYLINE

SCOPE OF WORK

1. Scope of Work

Scope Definition

The scope of work is organized in the table below by business function, sub-area, key requirements, and deployment model. This structure is intended to help bidders clearly map functional coverage, implementation responsibilities, and proposed solution components against PCAA's enterprise transformation requirements to be implemented across PCAA.

Business Functions	Sub Area	Key Requirements	Deployment Model
Enterprise Financial Management	General Ledger	Chart of Accounts management, journal entries, recurring entries, document posting, account reconciliation, multi-currency accounting, financial period management, real-time financial integration, audit trail management. Including Existing GL codes mapping with the proposed / new output of Chart of Accounts.	**Core ERP (On Prem)**
	Accounts Payable	Vendor master management, invoice processing, payment proposals, payment execution, advance payments, vendor reconciliation, debit/credit notes, withholding taxes management, vendor aging analysis, supplier statement reconciliation.	**Core ERP (On Prem)**
	Accounts Receivable	Customer master management, customer invoicing, receipt processing, credit/debit notes, customer advances, collections management, customer aging, credit management, open item reminder processing, customer account reconciliation.	**Core ERP (On Prem)**
	Cash Management	Bank account management, cash positioning, liquidity forecasting, bank reconciliation, electronic bank statement processing, payment tracking.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Budgetary Control	Budget preparation and approval, budget allocation, budget revisions/transfers, commitment management, expenditure control, budget availability checks, budget vs actual analysis, budget utilization monitoring, budget reporting.	**Core ERP (On Prem)**
	Cost Centre Accounting	Cost center master data management, expense allocation, cost centre planning, actual cost tracking, overhead distribution, activity allocation, plan vs actual variance analysis, departmental expense reporting, responsibility accounting.	**Core ERP (On Prem)**
	Profit Centre Accounting	Profit center Hierarchy structure management, revenue and cost tracking by business unit, profitability analysis, internal revenue allocation, segment reporting, profit center budgeting, performance monitoring, management reporting.	**Core ERP (On Prem)**
	Internal Orders	Creation and management of temporary cost objects, project cost tracking, event cost tracking, capital expenditure tracking, budget monitoring, settlement to assets/cost centers, cost analysis and reporting.	**Core ERP (On Prem)**
	Financial Closing	Period-end closing activities, accruals and provisions, foreign currency valuation, balance carryforward, closing reports and controls.	**Core ERP (On Prem)**
	Fixed Assets Accounting	Asset master management, asset acquisition, capitalization, depreciation processing, asset transfers, asset retirements/disposals, asset revaluation, asset under construction (AUC), Fixed asset register and reporting.	**Core ERP (On Prem)**

Annexure – B

Business Functions	Sub Area	Key Requirements	Deployment Model
	Tax Management	VAT/GST/Sales Tax management, withholding tax processing, tax value determination, tax calculation, tax reporting, tax compliance monitoring, statutory tax returns, integration with procurement and sales transactions.	**Core ERP (On Prem)**
	Financial Reporting	Financial Reporting, management information & Analytics: Design, configure and implement comprehensive financial reporting and analytics covering Financial Statements, Trial Balance, statutory reporting, management reporting including but not limited to: budget-versus-actual reporting, analytical and drill-down reports, account-wise and cost-centre-wise reporting, and other MIS reports required by the Authority.	**Core ERP (On Prem)**
Human Resource Management	Pension Fund	Pension related financial transactions, pension fund management, payments, accounting, liabilities, and management reporting. Pension fund will be maintained as separate entity with its own chart of accounts, cost and profit centers, and dedicated reporting structures.	**Core ERP (On Prem)**
	GP Fund	End to end management of employee contributions, fund balances, withdrawals, advances, investments, interest/profit allocation, and related accounting and reporting. GP Fund will be maintained as separate entity with its own chart of accounts, cost and profit centers, and dedicated reporting structures.	**Core ERP (On Prem)**
	Organization Management	Organizational structure management, business units, departments, positions, reporting relationships, workforce hierarchy, organizational changes, and position management.	**Core ERP (On Prem)**
	Personnel Administration	Employee master data management, employee lifecycle management, hiring, transfers,	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
		promotions, separations, employment records, document management, and employee profile maintenance.	
	Recruitment & Onboarding	Integration of existing recruitment & onboarding application with proposed ERP system.	**Core ERP (On Prem)**
	Time & Attendance Management	Integration of existing time management application with proposed ERP system.	**Core ERP (On Prem)**
	Payroll Management	Payroll processing (Regular & Pension), earnings and deductions management, tax calculations, benefits deductions, payroll compliance, salary payments, statutory reporting, and payroll reconciliation.	**Core ERP (On Prem)**
	Employee Benefits Administration	Benefits enrollment, medical and insurance management, allowances administration, retirement plans, claims management, and benefits reporting.	**Core ERP (On Prem)**
	Employee / Manager -Service	Personal information updates, leave requests, payslip access, attendance related data. Team management, approval workflows, leave approvals, reporting hierarchy.	**Core ERP (On Prem)**
Supply Chain Management	Purchase Requisitions	Creation and approval of purchase requisitions, demand capture, workflow-based approvals, budget validation, requisition tracking, conversion to purchase orders, procurement request monitoring.	**Core ERP (On Prem)**
	Procurement Planning	Procurement forecasting, demand consolidation, procurement scheduling, procurement budget alignment, procurement pipeline visibility.	**Core ERP (On Prem)**
	Purchase Orders	Purchase order creation and approval, contract-based procurement, blanket/framework orders, amendment management, supplier communication, order tracking, release strategies, commitment tracking.	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
	Goods Receipt	Receipt against purchase orders, quantity and quality verification, partial receipts, over/under delivery controls, goods inspection, warehouse receipt processing, inventory updates, receipt documentation.	**Core ERP (On Prem)**
	Invoice Verification	Three-way matching (PO, Goods Receipt, Invoice), invoice processing, discrepancy handling, credit/debit memo processing, workflow approvals, tax validation, invoice posting to finance, vendor invoice reconciliation.	**Core ERP (On Prem)**
	Inventory Procurement	Procurement for stock replenishment, min/max inventory level monitoring, reorder point management, stock availability checks, procurement planning for inventory requirements, and inventory cost tracking.	**Core ERP (On Prem)**
	Material Planning	Material Requirements Planning (MRP), demand forecasting, replenishment planning, safety stock management, lead-time planning, shortage and excess inventory monitoring.	**Core ERP (On Prem)**
	Stock Transfers	Inter-locations transfers, warehouse-to-warehouse transfers, stock transport orders (dispatch management system), transit inventory tracking, transfer posting management, inventory movement monitoring.	**Core ERP (On Prem)**
	Consumption Monitoring	Material consumption analysis, stock turnover analysis, slow/non-moving inventory identification, inventory optimization reporting.	**Core ERP (On Prem)**
Project Management System	Project Definition	Project creation and structuring, project charter management, project categorization, organizational assignment, project lifecycle management, governance and	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
		approval of workflows, project documentation management.	
	Work Breakdown Structure (WBS)	Project decomposition into phases, deliverables and work packages, hierarchical project structure management, responsibility assignment, budget allocation by WBS element, progress tracking at detailed levels.	**Core ERP (On Prem)**
	Network Planning	Activity definition, task sequencing, dependency management, critical path analysis, project scheduling, duration estimation, resource assignment, project timeline optimization.	**Core ERP (On Prem)**
	Project Budgeting	Project cost estimation, budget preparation and approval, budget allocation by project phase/WBS, funding management, budget revisions, budget control, and monitoring.	**Core ERP (On Prem)**
	Cost Monitoring	Project cost tracking, planned versus actual cost analysis, commitment tracking, variance analysis, cost forecasting, and project cost reporting.	**Core ERP (On Prem)**
	Progress Monitoring	Activity progress updates, completion percentage tracking, schedule performance monitoring, issue and risk tracking, project status reporting, project health monitoring.	**Core ERP (On Prem)**
	Milestone Tracking	Definition of project milestones, milestone planning, milestone completion tracking, deliverable validation, project stage-gate monitoring, milestone reporting.	**Core ERP (On Prem)**
	Resource Planning	Resource demand planning, skill-based resource assignment, utilization monitoring, contractor	**Core ERP (On Prem)**

Business Functions	Sub Area	Key Requirements	Deployment Model
		resource management, and resource forecasting.	
	Contractor Cost Tracking	Contractor engagement management, contractor billing verification, service entry management, contract value monitoring, contractor cost allocation, and invoice tracking.	**Core ERP (On Prem)**
	Material Consumption	Project material planning, material issues and consumption tracking, inventory integration, material cost allocation, project-specific stock management, material utilization reporting.	**Core ERP (On Prem)**
	Project Financial Reporting	Project analysis, budget versus actual reporting, cost-to-complete forecasting, project cash flow reporting, funding utilization tracking, and financial performance reporting.	**Core ERP (On Prem)**
Revenue Recognition and deferred Income Management – IFRS 15 Compliant	Contract Management	Long term Service contracts, Subscription-based contracts and identification of distinct performance obligations automatically.	**Core ERP (On Prem)**
	Revenue Allocation	Selling Price determination of services subscribed, Allocation of transaction price across multiple deliverables such as mentioned in contract management above.	**Core ERP (On Prem)**
	Revenue Recognition	Point-in-time recognition, overuse of services recognition, Deferred revenue, Unbilled revenue and revenue is recognized when the obligation is fulfilled rather than merely when billing occurs	**Core ERP (On Prem)**
	Contract Modifications	Changes in scope of contract services, contract Price revisions, Additional goods/services provided recalculating revenue recognition schedules when contracts change	**Core ERP (On Prem)**

Annexure – B

Business Functions	Sub Area	Key Requirements	Deployment Model
	Variable Consideration	Discounts and Penalties estimated and incorporated into the transaction price as required by IFRS 15	**Core ERP (On Prem)**
Treasury and Risk Management	Cash Position Management	Real-time cash visibility, bank balance monitoring, cash positioning across accounts and entities, cash concentration, cash movement tracking, short-term cash planning, daily cash management reporting.	**Core ERP (On Prem)**
	Liquidity Forecasting	Short-term and long-term cash flow forecasting, liquidity planning, inflow and outflow projections, scenario analysis, funding requirement forecasting, working capital monitoring, liquidity risk assessment.	**Core ERP (On Prem)**
	Bank Relationship Management	Bank account management, bank mandate administration, banking partner management, fee and service monitoring, electronic banking integration, bank communication management.	**Core ERP (On Prem)**
	Investment Monitoring	Investment portfolio management, investment tracking, investment maturity monitoring, yield and return analysis, fixed deposit management, investment performance reporting.	**Core ERP (On Prem)**
	Financial Risk Monitoring	Monitoring foreign exchange, interest rate, liquidity, risk exposure analysis, risk limit management, risk assessment reporting.	**Core ERP (On Prem)**
	Treasury Reporting	Cash flow reporting, liquidity reports, bank balance reports, investment performance reports, risk exposure reports, management and regulatory treasury reporting.	**Core ERP (On Prem)**
	Executive Dashboards	Consolidated enterprise-level dashboards, real-time performance visibility, financial and operational KPIs, interactive charts, drill-down analysis, exception reporting, and executive summary views for decision-making.	**Cloud**

Annexure – B

Business Functions	Sub Area	Key Requirements	Deployment Model
Analytics *Up to 1 dashboard per Directorate **Up to 5 KPIs per dashboard (**Directorates**: Airworthiness, Flight Standards, Personal Licensing, DAAR, Air Transport, Aviation Security, SSP, Aero Medical, Finance, HR, Administration)	Financial Analytics	Profit and loss analysis, balance sheet analysis, cash flow analytics, budget versus actual reporting, revenue and cost trends, profitability analysis, variance analysis.	**Cloud**
	Procurement Analytics	Spend analysis, supplier performance reporting, purchase order tracking, procurement cycle time analysis, category-wise spend visibility, savings tracking, compliance reporting, and procurement Analytics.	**Cloud**
	Project Analytics	Project budget versus actual analysis, project progress tracking, milestone reporting, cost-to-complete forecasting, contractor cost analysis, resource utilization analytics, and project health.	**Cloud**
	Inventory Analytics	Stock level analysis, inventory aging, slow/non-moving inventory reporting, material consumption trends, stock turnover analysis, reorder analysis, inventory valuation, and inventory optimization.	**Cloud**
	Talent Management Analytics	Workforce headcount analysis, employee demographics, attendance and absence trends, recruitment analytics, training effectiveness, performance management analytics, manpower cost reporting, and HR KPI dashboards.	**Cloud**
	Sales & Revenue Analytics	Sales performance monitoring, revenue analysis, profitability analysis, customer profitability analysis, and management reporting	**Cloud**
User Experience and Mobility IT	Web-based Access	Browser-based access to ERP functionalities, secure user authentication, centralized access to business processes, multi-location accessibility, role-based access	**Hybrid**

Business Functions	Sub Area	Key Requirements	Deployment Model
		controls, and cross-platform compatibility.	
	Role-based	Personalized dashboards based on user roles and responsibilities, KPI visualization, operational and management reporting, actionable insights, drill-down capabilities, and exception monitoring.	**Hybrid**
	Mobile Applications	Mobile access to business transactions, approvals, alerts and notifications, offline capabilities (where applicable), field workforce enablement, and mobile-responsive business processes.	**Hybrid**
	Digital Workflow Approvals	Configurable approval workflows, multi-level approvals, approval routing, delegation management, escalation mechanisms, workflow monitoring, audit trails, and process automation.	**Hybrid**
	Electronic Notifications	Automated alerts and notifications through email, mobile, and system messages for approvals, task assignments, exceptions, reminders, escalations, deadlines, and transactional events.	**Hybrid**
	Responsive User Interface	Modern and intuitive user experience, responsive design across desktops, tablets, and mobile devices, configurable layouts, accessibility features, and simplified navigation.	**Hybrid**
Talent Management HR	Performance Management	Goal setting, performance planning, employee appraisals, competency assessments, performance reviews, continuous feedback, performance scorecards, and development planning.	**Cloud**
Customer Lifecycle, Billing & Revenue Management	Customer Master Management	Customer master data management, customer hierarchy maintenance, contact management, customer segmentation, account profiling, and customer interaction history	**Core ERP (On Prem)**

Annexure – B

Business Functions	Sub Area	Key Requirements	Deployment Model
	Sales Order Management	Sales order creation and processing, order validation, fulfillment tracking, order amendments, backorder management, delivery scheduling, and order status monitoring	**Core ERP (On Prem)**
	Billing & Invoicing	Customer invoicing, billing, credit/debit note processing, billing adjustments and invoice tracking.	**Core ERP (On Prem)**
Enterprise Platform & Infrastructure **IT**	User Administration	User account creation and maintenance, user provisioning and de-provisioning, role assignment, password management, account lock/unlock, user access reviews, user activity monitoring.	**Core ERP (On Prem)**
	Role & Authorization Management	Role design and maintenance, role-based access control (RBAC), segregation of duties (SoD), authorization assignment, role testing.	**Core ERP (On Prem)**
	System Configuration Management	System parameter configuration, organizational structure setup, workflow configuration, business rule maintenance, environment-specific settings management, configuration transport and documentation.	**Core ERP (On Prem)**
	Security Administration	Access security management, authentication controls, single sign-on (SSO), multi-factor authentication (MFA), audit trail management, security monitoring, compliance support.	**Core ERP (On Prem)**
	System Monitoring	System health monitoring, performance monitoring, background job management, interface monitoring, application log monitoring, system alerts and exception management.	**Core ERP (On Prem)**
	Database Administration	Database monitoring, performance optimization, storage management, data integrity checks, database backup administration, and maintenance support.	**Core ERP (On Prem)**

Annexure – B

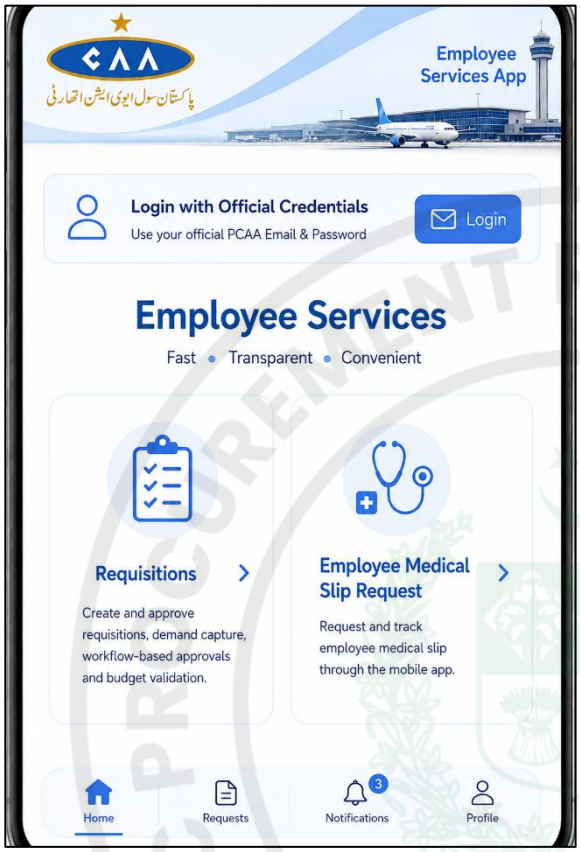
Business Functions	Sub Area	Key Requirements	Deployment Model
	Backup & Recovery Management	Backup scheduling, system recovery procedures, backup monitoring and reporting.	**Core ERP (On Prem)**
	Transport & Change Management	Change request management, configuration transport management, release management, version control, testing coordination, deployment monitoring, audit tracking.	**Core ERP (On Prem)**
	Digital Login Solution	Single Sign-On solution for 100 users, enabling a single set of credentials to securely access all OEM-provided enterprise solutions. The scope includes implementation of seamless login capabilities to improve user experience, enhance security, and reduce password management overhead.	**Hybrid**
Application Development & Integration **IT**	Application Development	Design, development, testing, deployment, and maintenance of custom business applications, portals, and enterprise solutions aligned with organizational requirements.	**Cloud**
	API Management	Creation, publishing, monitoring, and governance of APIs, API security, authentication, version management, and API usage analytics.	**Cloud**
	System Integration	Integration between ERP-FI and third-party solutions to facilitate seamless data exchange.	**Cloud**
	Middleware & Integration Platform	Utilization of middleware and integration platforms for message routing, orchestration, transformation, monitoring, and interface management.	**Cloud**
	Workflow & Process Automation	Business process automation, workflow orchestration, approval workflows, notifications, task automation, and exception handling.	**Cloud**

Business Functions	Sub Area	Key Requirements	Deployment Model
	External Services Integration	Integration with payment gateways, banking platforms, e-invoicing systems, government portals, SMS gateways, email services, and other external services.	**Cloud**
	Integration Monitoring & Error Handling	Interface monitoring, error logging, automated alerts, transaction tracking, exception management, retry mechanisms, and integration performance monitoring.	**Cloud**
Reporting & Technical Development **IT**	Technical Design & Development	Design, development, testing, and deployment of technical objects, enhancements, and extensions to support business requirements.	**Core ERP (On Prem)**
	Custom Report Development	Development of operational, analytical, financial, statutory, and management reports tailored to organizational requirements.	**Core ERP (On Prem)**
	Forms & Document Development	Development of customized business documents including invoices, purchase orders, payment vouchers, receipts, contracts, certificates, and correspondence templates.	**Core ERP (On Prem)**
	Workflow & Notification Development	Development of approval workflows, automated notifications, escalations, email alerts, reminders, and business process automation.	**Core ERP (On Prem)**
	Enhancements & Extensions	Development of custom business logic, validations, extensions, process improvements, and application enhancements beyond standard functionality.	**Core ERP (On Prem)**
	Database & Query Development	Development of database queries, views, procedures, performance optimization routines, and advanced data retrieval mechanisms.	**Core ERP (On Prem)**
	Application Support & Maintenance	Technical issue resolution, enhancements, change requests, performance monitoring, technical troubleshooting, and ongoing application support.	**Core ERP (On Prem)**

Annexure – B

Business Functions	Sub Area	Key Requirements	Deployment Model
Business Process Reengineering	Current State Analysis	Review and documentation of existing business processes, process flows, roles, responsibilities, systems used, pain points, manual activities, control gaps, and process inefficiencies.	**Business Consulting**
	Requirement Traceability Matrix	Documentation of Business requirements captured during process redesign and its traceability through solution design, configuration, testing, and deployment.	**Business Consulting**
	Gap Analysis	Identification of gaps between current processes and benchmarking with leading industry practices, ERP standard processes, compliance requirements, automation opportunities, and business objectives.	**Business Consulting**
	To-Be Process Design	Design of optimized future-state business processes aligned with ERP capabilities, organizational goals, approval hierarchies, segregation of duties, controls, and operational efficiency.	**Business Consulting**
	SOPs/Manual/Procedures/ CAAOs	Retrofitting the existing SOPs/Manuals/Procedures/CAAOs in alignment with the To-be design process of the new ERP solution.	**Business Consulting**

Proposed Design of PCAA Mobile APP



Proposed four options on the Employee App

1. **Demand Management**
    - Raise online demand
    - Demand capture
    - Workflow-based approvals
    - Budget validation
    - Demand tracking
    - Integrated with Core ERP (On-Prem)
2. **Employee Medical Slip Request**
    - Submit medical slip request
    - Select/request period and purpose

- Upload supporting documents where required
- Approval/verification workflow
- View request status
- Download/view approved medical slip
- Request history and notifications
- Hybrid architecture

Front-end concept

The proposed home screen should have **four prominent tiles**, so that an employee logs in once and can access all four services from the same application.

Employee Authentication: The application shall authenticate employees using their valid PCAA official email credentials through the Authority's approved enterprise identity/authentication mechanism. The mobile application shall not store, hard-code, or otherwise retain users' email passwords. Authentication, session management, access control and credential security shall comply with PCAA's applicable IT and cybersecurity policies.

Module	Front End	Back End / Integration	Architecture
Purchase Requisitions	PCAA Employee App / Portal	Core ERP – Procurement & Budget	Core ERP (On-Prem)
Employee Medical Slip Request	Employee App	Medical/HR workflow & document repository	Hybrid

Special Note:

The designs, features, functionalities, and applicability presented on the following pages are conceptual and indicative in nature. They are provided solely to facilitate the Bidder's understanding of the requirements and the intended scope of the proposed solution. The features and functionalities may be rationalized, modified, or reduced, where deemed appropriate, based on the final approved requirements and system design.

Similarly, the proposed system architecture and technology platform, including **Flutter, React Native, or any other suitable technology proposed by the Bidder**, are indicative only. The Bidder may recommend an alternative technology stack or architecture, provided that it meets the

specified functional, technical, security, scalability, integration, and performance requirements of the project.

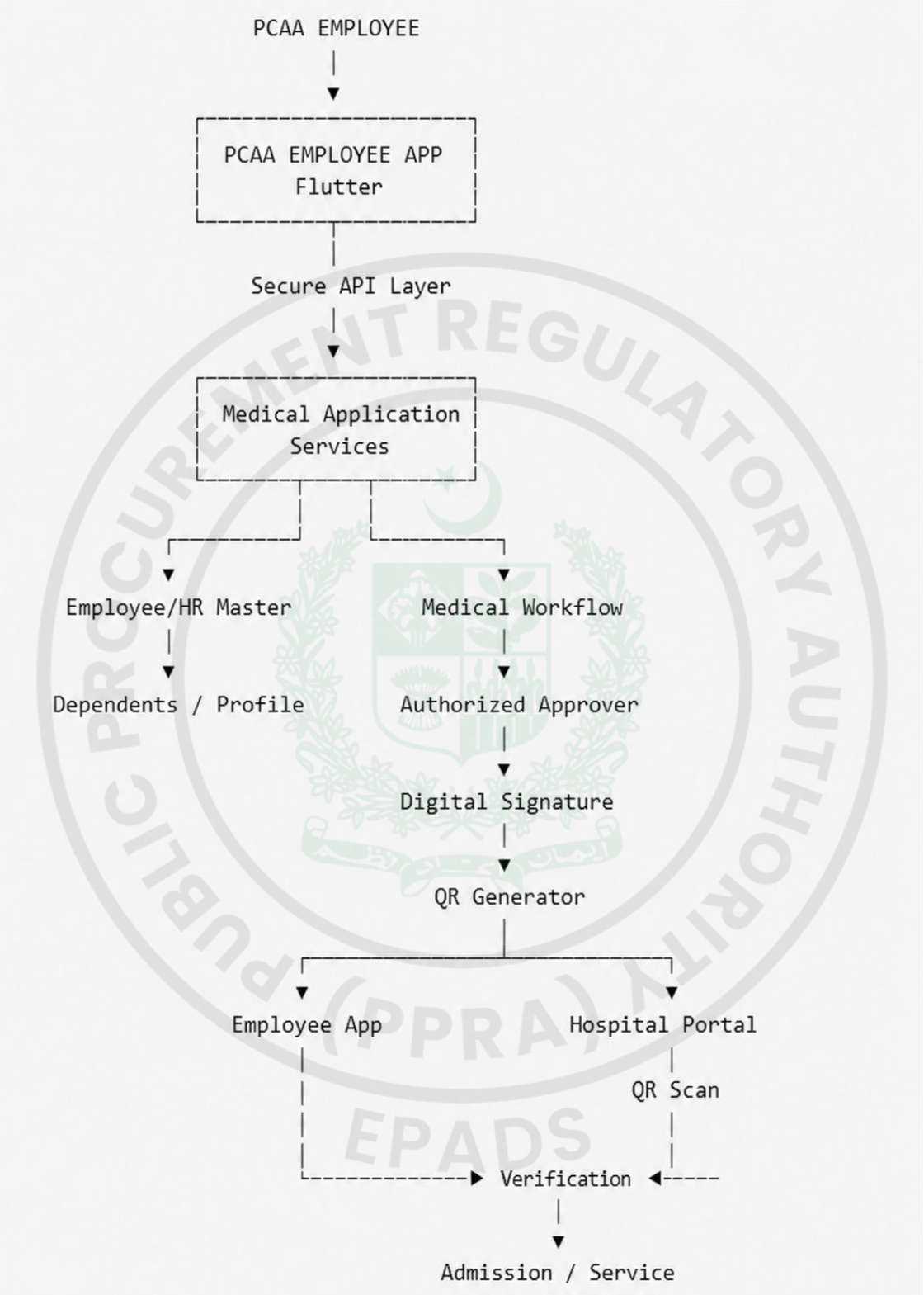
1. **PROPOSED FUNCTIONAL ARCHITECTURE OF MEDICAL DIGITAL SLIP SYSTEM;**

Conceptual Design

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS


Pakistan Civil Aviation Authority
EMPLOYEE MEDICAL SLIP REQUEST SYSTEM
Mobile Application (Employee & Medical Approver) - Updated Scope & UI Design for PCAA Features
LIGHT BLUE INTERNAL APP
1. SCOPE OF WORK
1.1 Employee Side – Medical Slip Request
• Secure login using official email & password
• Enter PAA Number, location and request types
• Select dependent, location and request type
• Four request types:
Appointment
Medical Test
Hospital Admission
Emergency
• Upload supporting documents where required
• Real-time status tracking
• Notifications for approvals / queries
• Download/print slip with QR code
• History of all requests
1.2 Medical Authorized Approver Side
• View pending requests with priority alert
• Verify details and attachments
• Approve / Reject with remarks
• Generate system-signed slip with QR code
• Notifications to employee on approval
1.3 QR Code Verification (Hospitals)
• Hospital staff scan secure QR code
• Verify authenticity of slip in real-time
• Display employee, patient, purpose, dates
• Ensure valid admission / service based on QR verification
1.4 High Priority Alerts
• Immediate push notification to medical officers
• Mark request as High Priority
• Escalation and audit trail
1.5 General Features
• Role-based access (Employee, Approver, Hospital)
• Secure MFA and data encryption
• Audit logs and history
• Compliant with PAA IT security policies
2. EMPLOYEE APP – USER JOURNEY & UI DESIGN
Dashboard
Enter PAA Number
Employee Details (Auto Fetch)
Select Dependent & Location
Request Type Selection
Employee Slip
Hospital Admission)
Digital Slip with QR Code
3. TECHNOLOGY STACK
Mobile Framework
Flutter / React Native
Backend
Node.js / .NET Core / Java
Database
Oracle / PostgreSQL
Authentication
SSO (OAuth 2.0, OpenID Connect) Official PAA Email Login
Notifications
Firebase Cloud Messaging
QR Code
Dynamic QR with Digital Signature
Hosting
PAA Data Center / Private Cloud
4. APPROVER APP – MEDICAL AUTHORIZED APPROVER
5. HOSPITAL VERIFICATION (QR SCAN)
6. PROCESS FLOW
Employee Creates Request
Details Submitted with Documents
Approver Reviews Request
Approved / Rejected
Slip Generated (Digital + QR)
Employee Receives Notification
Hospital Scans QR Code
Service / Admission Granted

Annexure – B



Proposed Features:

Annexure – B

Employee Medical Slip Request & Digital Medical Authorization System

The Service Provider shall design, develop, configure, integrate, test, deploy and maintain a secure Employee Medical Slip Request and Digital Medical Authorization module as part of the PCAA Employee Services Mobile Application. The solution shall provide an end-to-end digital workflow for submission, verification, approval, issuance, notification and QR-based authentication of medical slips for employees and their registered dependents.

1. Employee Interface

The application shall authenticate employees through PCAA's approved enterprise authentication mechanism and shall retrieve the employee's complete profile and registered dependent information from the authorized PCAA database upon entry/authentication of the PCAA Number. The system shall minimize manual entry of information already maintained in PCAA systems.

The employee shall be able to select the relevant dependent/patient, location and medical service/request type, including:

a. **Appointment:** selection of location, doctor from a location-wise authorized doctor list, appointment date and patient/dependent;

b. **Medical Test:** selection of location/laboratory and patient/dependent, with facility to upload the authorized doctor's recommendation;

c. **Hospital Admission:** selection of priority, patient/dependent, authorized hospital, admission/service type and upload of hospital admission documentation; and

d. **Emergency:** selection of priority, patient/dependent, hospital and emergency type, with facility to upload supporting/admission documentation.

The application shall provide request reference numbers, real-time status tracking, request history, document access and push notifications.

2. Medical Authorized Approver Interface

A role-based Medical Authorized Approver interface shall be provided for reviewing and processing medical requests. The interface shall display complete request details, employee/dependent information, supporting documents, priority and applicable medical information. Authorized users shall be able to approve, reject or return requests for clarification, with appropriate remarks and complete audit logging.

3. High-Priority and Emergency Processing

The system shall support configurable High Priority, Urgent and Emergency classifications. Upon submission of a high-priority/emergency request, immediate push notifications shall be generated for the designated Medical Authorized Officer(s). The system shall provide prominent high-priority alerts, configurable escalation mechanisms, approval notifications and complete time-stamped audit trails to facilitate expedited authorization.

4. Digital Medical Slip

Upon approval, the system shall automatically generate a standardized digitally authorized Medical Slip containing a unique request/slip number, employee and patient details, authorized service, validity, applicable hospital/doctor/laboratory information, approval details and a secure QR code. The slip shall be digitally signed or electronically authenticated through PCAA's approved digital-signature mechanism and shall be delivered to the employee through the mobile application and notification centre.

5. Hospital Admission / Emergency Authorization

For approved hospital admission and emergency cases, the system shall automatically generate a Hospital Authorization Slip containing a secure, time-bound and verifiable QR code or enable feature if the admission is approved automatically system generated email to be landed on respective hospital system through application. The authorization shall be made available to the employee through the mobile application for presentation at the authorized hospital.

The QR code shall contain or reference a secure verification token and shall not expose unnecessary personal or medical information. Upon scanning, the PCAA verification service shall validate the authorization, including its authenticity, approval status, validity, applicable hospital, patient and service. The system shall clearly indicate whether the authorization is valid, expired, cancelled, revoked or otherwise invalid.

6. Hospital Verification Portal

The Service Provider may develop a secure, lightweight web-based Hospital Verification Portal through which authorized hospitals may scan/enter the QR reference and verify the authenticity and validity of PCAA-issued medical/hospital authorization. Subject to PCAA authorization and applicable privacy requirements, the portal shall display only the minimum information necessary for verification and admission/service processing.

7. Notifications and Escalation

The system shall provide push notifications and in-app notifications for request submission, approval, rejection, clarification, slip generation, QR authorization and other relevant events. High-priority/emergency notifications shall be delivered immediately to designated Medical Authorized Officers and shall support configurable escalation to alternate/senior authorized officers where the request remains unattended beyond the configured response period.

8. Security and Audit

The solution shall implement Role-Based Access Control, secure API communication, encryption, secure session/token management, audit logging, QR token expiry/revocation, protection against duplicate or replay use of QR authorizations, document security and appropriate access restrictions. PCAA email passwords shall not be stored, hard-coded or retained within the mobile application. Authentication shall be performed through PCAA's approved enterprise identity/authentication mechanism.

9. Integration

The solution shall provide secure API-based integration, as applicable, with PCAA's employee/HR master data, dependent records, authorized doctor/laboratory/hospital master data, ERP and other relevant systems. The mobile application shall not directly access PCAA databases; all system-to-system communication shall be through approved secure integration/API mechanisms.

10. Technology

The mobile application shall be developed using **Flutter** or another technology approved by PCAA that provides native-quality Android and iOS applications from a maintainable common codebase. The solution shall be responsive, scalable, secure and capable of integration with PCAA's existing enterprise architecture. The final UI/UX shall be approved by PCAA before production deployment.

11. Reporting and Audit Trail

The system shall provide management dashboards and reports covering requests by employee, dependent, location, hospital, doctor, laboratory, request type, priority, approval status, processing time and other parameters required by PCAA. All significant transactions, approvals, rejections, notifications, QR verifications and status changes shall be maintained in an immutable/time-stamped audit trail, subject to PCAA's applicable retention policy.

12. Deliverables

The Service Provider shall provide the complete source code/configuration, application builds, APIs, database/configuration components, technical and functional documentation, integration interfaces, security configuration, test cases and results, user manuals, administrator manuals, deployment documentation, training and post-implementation support and maintenance.

1.3 General & Infrastructure Features

- **Role-Based Access Control (RBAC):** Strict segregation between Employee and MT Authorized Personnel interfaces.
- **Security:** TLS 1.3 data encryption in transit and AES-256 at rest; compliant with PCAA Enterprise IT & Cybersecurity Policies. (or equivalent)

2. TECHNICAL SPECIFICATIONS MATRIX

Component	Technical Stack / Specification
Mobile Framework	Flutter / React Native (Cross-platform iOS & Android) or equivalent
Backend API	Node.js / .NET Core / Java Microservices or equivalent
Database	Oracle Database / PostgreSQL (PCAA Data Center hosted)
Authentication	PCAA Active Directory SSO (OAuth 2.0 / SAML 2.0)
Push Notifications	Firebase Cloud Messaging (FCM) / Apple Push Notification service (APNs)
Hosting Infrastructure	On-Premises PCAA Data Center / Private Cloud

ERP Capacity Building

1. Objective

Design, develop, and execute a structured end-user training program utilizing Train-the-Trainer methodology to build end user capacity for performing the required in-scope business functions to be covered through the newly deployed technology solution.

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2. Scope of Services

A. Training Strategy & Planning

- Assess training needs by business function and user role.
- Define training governance, approach, and delivery model.
- Develop training curriculum aligned with ERP To-Be processes.
- Prepare training schedule, and deployment plan.
- Identify and onboard business trainers (Power Users / Key Users).
- Monitor and support business trainers in End User training

Deliverables

- Training Strategy Document
- Training Needs Analysis
- Training Curriculum Matrix
- Training Deployment Plan for Business Trainers
- Training Deployment Plan for End Users
- Post Go Live Training Support Model

B. Training Content Development

Develop standardized proposed OEM ERP training materials tailored to business processes and user roles.

Training Materials

- Instructor-led training guidelines
- End User Manuals (EUM)
- Quick Reference Guides (QRG)
- Process flow diagrams
- Frequently Asked Questions (FAQ)
- Assessment questionnaires

Deliverables

- Comprehensive Training Material Repository
- Role-Based User Guides
- Quick Reference Cards

C. Train-the-Trainer Program

Conduct intensive training sessions for selected trainers, power users, and functional champions.

Key Activities

- ERP process walkthroughs
- Hands-on system training
- Knowledge assessments and testing

Deliverables

- Power User/ Business Trainers Trainings conducted
- Trainer Evaluation Reports

D. End User Training Support

Support business trainers during enterprise-wide end-user training deployment.

Activities

- Coaching and mentoring trainers
- Monitoring training delivery quality
- Providing clarifications and subject matter support
- Managing attendance and completion records
- Resolving process and system-related training queries

Deliverables

- Training Attendance Reports
- End User Assessment Results
- Training Completion Dashboard

E. User Acceptance & Readiness Assessment

Evaluate user preparedness for ERP adoption and go-live.

Activities

- Conduct readiness surveys
- Sample Knowledge assessments
- Adoption risk identification
- Remediation planning

Deliverables

- Business Readiness Assessment
- Adoption Risk Register
- Readiness Scorecard

F. Hypercare Training Support

Provide post-go-live learning reinforcement.

Activities

- Refresher sessions
- Issue resolution clinics
- Knowledge transfer sessions
- Continuous learning recommendations

Deliverables

- Hypercare Training Reports
- Refresher Training Materials
- Lessons Learned Document

3. Key Roles and Responsibilities

ERP Implementation Partner

- Develop training strategy and materials.
- Train Power users/key users.
- Facilitate TTT workshops.
- Support end-user training rollout.
- Monitor training effectiveness.

Client Organization

- Nominate trainers and Power users.
- Provide training facilities and infrastructure.
- Ensure trainee participation.

- Coordinate business schedules.
- Deliver end-user training with support from implementation partner.

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4. Training Approach

Phase 1: Knowledge Transfer

ERP Consultants → Super Users / Key Users

Phase 2: Train-the-Trainer

Super Users certified as Business Trainers

Phase 3: End User Rollout

Business Trainers → End Users

Phase 4: Hypercare

ERP Partner + Business Trainers support user adoption

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure – C

TECHNICAL COMPLIANCE SHEET OF PROPOSED OEM ERP PRODUCT

Special Note: In the event that the Bidder is unable to upload the complete and duly filled Compliance Sheet on EPADS due to file-size limitations, the Bidder shall submit a complete, duly signed and stamped hard copy of the Compliance Sheet to the Pakistan Civil Aviation Authority in a sealed envelope **well before the prescribed bid submission deadline**. The sealed envelope shall be clearly marked with the relevant procurement title and reference number and Bidder Name.

1.1 Functionality Compliance

The bidder has to provide responses against each query by selecting any of the below and provide the module/sub-module mapping of the OEM:

- Yes = Fully Compliant available in Standard (FC)
- No = Not available in standard (NA)

a) Pakistan Civil Aviation Authority Functional Requirement (PCAA)

S. No.	Business Requirement	Bidder Response	Module/Sub-Module Mapping
1	Govern enterprise structure through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
2	Govern financial master data through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
3	Govern controlling master data through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		

4	Govern service master data through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
5	Govern business partner - customer through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
6	Govern business partner - supplier through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
7	Govern workforce master data through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
8	Govern workflow and responsibility through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
9	Govern document management through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		

10	Govern integration governance through a controlled request, mandatory-field and duplicate validation, ownership confirmation, approval routing, effective-dated activation or amendment, distribution to dependent business areas, exception resolution, change history and retained supporting evidence. Head of Finance is accountable for the approved structure, data quality and controlled use across connected processes.		
11	Perform create and maintain chart of accounts through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
12	Perform manual journal entry through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
13	Perform recurring journals and accruals through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
14	Perform inter-office and inter-fund clearing through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		

15	Perform cost center master through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Controlling is accountable for the accuracy, authorization and timely completion of the activity.		
16	Perform actual cost posting through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Controlling is accountable for the accuracy, authorization and timely completion of the activity.		
17	Perform allocation and assessment through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Controlling is accountable for the accuracy, authorization and timely completion of the activity.		
18	Perform commitment and budget control through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Controlling is accountable for the accuracy, authorization and timely completion of the activity.		
19	Maintain actual inventory valuation across raw materials, semi-finished goods and finished goods by capturing purchase price variances, production variances, exchange-rate differences and multi-level cost rollups across bill-of-material structures. The process shall calculate periodic unit price, revalue inventory and cost of goods sold, apply role-based approvals for Inventory Controller, Cost Accountant and Finance Controller, record exceptions and retain valuation evidence through completion.		
20	Maintain simultaneous legal, group and management valuation views for the same inventory lot using common material, batch and warehouse records. The process shall preserve valuation-specific inventory		

	values while maintaining a single operational stock position and complete audit traceability.		
21	Perform non-po supplier invoice through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Accounts Payable is accountable for the accuracy, authorization and timely completion of the activity.		
22	Perform po-based supplier invoice through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Accounts Payable is accountable for the accuracy, authorization and timely completion of the activity.		
23	Perform supplier credit and debit adjustment through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Accounts Payable is accountable for the accuracy, authorization and timely completion of the activity.		
24	Perform automatic payment processing through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Accounts Payable is accountable for the accuracy, authorization and timely completion of the activity.		
25	Perform bank statement reconciliation through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Treasury is accountable for the accuracy, authorization and timely completion of the activity.		

26	Perform unidentified receipt matching through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Treasury is accountable for the accuracy, authorization and timely completion of the activity.		
27	Perform withholding and indirect tax rules through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
28	Perform monthly financial close through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
29	Perform regulatory service revenue recognition through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
30	Perform non-regulatory customer adjustment through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		

31	Perform credit debit and cancellation through controlled transaction initiation, validation of mandatory accounting and organizational assignments, approval by the designated authority, posting or status update, exception handling, reconciliation where applicable, integration confirmation and retention of complete supporting evidence. Head of Finance is accountable for the accuracy, authorization and timely completion of the activity.		
32	Fixed asset master for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
33	Change fixed asset master for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
34	Create asset class for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
35	Create asset location master for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
36	Assign asset custodian for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		

37	Post asset acquisition through procurement for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
38	Post asset acquisition without procurement for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
39	Post asset capitalization from project for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
40	Post asset capitalization from construction-in-progress for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
41	Post asset transfer for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
42	Post inter-airport asset transfer for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		

43	Post asset impairment for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
44	Post asset revaluation for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
45	Post asset write-up for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
46	Post asset retirement for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
47	Post asset sale for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
48	Post asset scrapping for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		

49	Reverse asset transaction with documented authority, maker-checker review, reason codes, supporting attachments, exception escalation, audit trail and status control for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
50	Execute depreciation run for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
51	Recalculate depreciation for fixed assets for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
52	Process unplanned depreciation for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
53	Process low value asset capitalization for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
54	Process asset componentization for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		

55	Process asset split for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
56	Process asset merger for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
57	Record asset insurance details for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
58	Record asset warranty details for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
59	Process asset physical verification for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
60	Update asset verification status for fixed assets for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		

61	Asset accounting and lifecycle for asset accounting and lifecycle, using controlled asset master, acquisition, depreciation, transfer, verification and retirement records. The process should validate required data, apply role-based approvals for Fixed Asset Accountant; Asset Custodian; Chief Accountant, record exceptions and changes, and retain evidence for Head of Fixed Assets through completion.		
62	Provide a governed executive financial information view that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
63	Provide a governed regulatory revenue visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
64	Provide a governed budget and actual visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
65	Provide a governed procurement cycle and supplier visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		

66	Provide a governed workforce movement visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
67	Provide a governed payroll cost reconciliation view that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
68	Provide a governed goals and performance visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
69	Provide a governed learning compliance visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
70	Provide a governed interface health visibility that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		

71	Provide a governed enterprise kpi information pack that combines approved source records, validates classifications and balances, applies role-based access, supports drill-down to the underlying transactions, highlights exceptions requiring action, records owner commentary, and retains the reviewed information set and approval evidence. Head of Strategy and Performance is accountable for data ownership, controlled access and timely resolution of identified differences.		
72	Process regulatory application intake from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
73	Process tariff catalogue from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
74	Process prepayment validation from the initiating regulatory or financial event through identity and eligibility checks, document completene*ss, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
75	Process billable event creation from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		

76	Approved tariff catalogue for commercial order, billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
77	Rate validity calendar for commercial order billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
78	Customer billing rules commrcial order for billing governance and pricing, using controlled tariff, pricing, tax, billing, adjustment and reconciliation records. The process should validate required data, apply role-based approvals for Billing Manager; AR Accountant; Compliance Officer, record exceptions and changes, and retain evidence for Director Revenue through completion.		
79	Process regulatory invoice from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
80	Process receipt collection and clearing from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		

81	Process billing dispute from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
82	Process refund processing from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
83	Process non-payment restriction from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
84	Process renewal trigger from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
85	Process airworthiness application from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		

86	Manage airworthiness inspection as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
87	Manage airworthiness corrective action as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
88	Manage airworthiness certificate decision as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
89	Process airworthiness additional fee from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services		

	remains accountable for the end-to-end service outcome and financial control.		
90	Process flight standards request from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
91	Manage flight standards inspection plan as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
92	Manage flight standards findings as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		

93	Manage flight standards authorization as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
94	Process flight standards follow-up fee from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
95	Process aeromedical appointment from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
96	Manage aeromedical examination result as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		

97	Manage medical fitness decision as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
98	Manage aeromedical retest appeal as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
99	Process aeromedical cancellation from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
100	Process landing permission request from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		

101	Manage operational feasibility assessment as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
102	Process landing permission financial check from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
103	Manage landing permission decision as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and specialized case outcomes are not delivered as a standard enterprise transaction capability.		
104	Manage flight movement reconciliation as a controlled civil-aviation regulatory process. Capture the application or operational trigger, validate mandatory authority-specific information, assign qualified reviewers, record technical evidence and decisions, route the matter through approved authority levels, control status and validity, resolve exceptions, preserve the full decision history, and pass approved financial events to the enterprise transaction platform. Head of Regulatory Services remains accountable for completion and evidence integrity. The aviation-specific assessment rules, certificate or permission decision logic, and		

	specialized case outcomes are not delivered as a standard enterprise transaction capability.		
105	Process landing penalty and enforcement from the initiating regulatory or financial event through identity and eligibility checks, document completeness, applicable fee or balance validation, authorized workflow, controlled status update, billing or clearing handoff where relevant, exception resolution, integration acknowledgement and retention of decision and transaction evidence. Head of Regulatory Services remains accountable for the end-to-end service outcome and financial control.		
106	Administer manpower requisition from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
107	Administer vacancy advertisement from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		

108	Administer candidate application from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
109	Administer candidate screening from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
110	Administer candidate assessment from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
111	Administer interview evaluation from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
112	Administer selection and offer from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		

113	Administer pre-employment verification from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
114	Administer employee hiring from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
115	Administer employee onboarding from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
116	Administer probation decision from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of HR Operations owns the process outcome and policy compliance.		
117	Administer goal planning from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Talent Management owns the process outcome and policy compliance.		

118	Administer goal progress from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Talent Management owns the process outcome and policy compliance.		
119	Administer mid-year review from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Talent Management owns the process outcome and policy compliance.		
120	Administer final evaluation from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Talent Management owns the process outcome and policy compliance.		
121	Administer performance management from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Talent Management owns the process outcome and policy compliance.		
122	Administer performance improvement plan from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Talent Management owns the process outcome and policy compliance.		

123	Administer work schedule and time rules from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		
124	Administer attendance leave and overtime from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		
125	Administer payroll master data from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		

126	Administer payroll simulation from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		
127	Administer payroll execution from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		
128	Administer payroll financial posting from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		

129	Administer off-cycle and retroactive payroll from initiation through completion using effective-dated workforce records, eligibility and policy checks, role-based approvals, employee or manager acknowledgements, exception handling, controlled status changes, confidentiality safeguards and retained supporting evidence. Integrate approved outcomes with relevant position, payroll, learning, cost-center or access records where applicable. Head of Payroll owns the process outcome and policy compliance. The proposed OEM business application for payroll related compliance item should only be locally hosted on CAA's premisies and all rights of activities to the data centre should be exclusive to the CAA management.		
130	Create and maintain the approved organizational plan covering organizational units, jobs, positions, reporting relationships, cost-center assignments, position vacancy status and validity dates. Route structural changes for authorization, apply effective dates, prevent conflicting assignments, retain change history and synchronize approved structures with personnel administration, payroll, finance and access provisioning.		
131	Maintain the complete employee record from hiring through transfer, promotion, deputation, pay change, contract amendment, separation and retirement. Validate personal, employment and organizational data, apply effective dates, route approvals, protect confidential information, preserve prior values and distribute approved changes to payroll, benefits, finance and identity services.		
132	Determine employee pension-fund eligibility from employment category, service dates and approved policy; create the membership record, capture nomination and contribution parameters, route verification and approval, apply the effective date and integrate the approved deduction and employer contribution with payroll and finance.		
133	Calculate employee and employer pension contributions during payroll, validate contribution limits and service conditions, post liabilities and expenses, process permitted corrections, reconcile approved balances, and execute retirement, separation, death or other eligible settlement after authorization while retaining the calculation and payment evidence.		
134	Create and maintain the General Provident Fund account for eligible employees, record nomination and contribution rate, validate policy limits, deduct the approved amount through payroll, post the liability to finance, process authorized rate changes and retain an effective-dated history of membership and deductions.		

135	Receive an employee request for a refundable advance, non-refundable advance or permitted withdrawal; validate service, purpose, balance and policy limits, route approval, calculate the sanctioned amount and recovery schedule, pay the approved amount, recover installments through payroll and retain supporting evidence and outstanding-balance history.		
136	Initiate General Provident Fund closure for retirement, resignation, death or another approved event; validate the member balance, contributions, recoveries, advances, profit or interest and nominee entitlement, route authorization, generate the payable amount, post and pay the settlement, stop further deductions and preserve the closed-account evidence.		
137	Process resignation, retirement, termination or death through approved action reasons and effective dates; confirm clearances, stop or adjust payroll and benefits, trigger pension and provident-fund settlement as applicable, update position status and access, preserve required documents and complete the final employee status change.		
138	Execute annual procurement plan through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
139	Execute purchase requisition through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
140	Execute rfq and supplier invitation through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		

141	Execute bid evaluation through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
142	Execute purchase order through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
143	Execute goods receipt through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
144	Maintain inventory valuation at batch level using procurement, movement, transfer and consumption records. The process shall calculate actual batch costs and preserve complete traceability from goods receipt lot through final consumption transaction.		
145	Trigger replenishment activities using inventory segmentation rules, service-level targets, consumption patterns and strategic stock classifications while preserving separate valuation and planning controls for each inventory segment.		
146	Maintain inventory quantity records, valuation records and financial postings within a unified financial structure allowing reconciliation without separate inventory sub-ledger balancing procedures. The process shall preserve full auditability and drill-down capability to source transactions.		
147	Execute service entry through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for		

	procurement integrity, segregation of duties and completion of downstream handoffs.		
148	Execute procurement contract through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
149	Execute supplier evaluation through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
150	Execute employee expense claim through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
151	Execute petty cash replenishment through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		

152	Execute procurement closure through controlled demand capture, supplier or material validation, budget and account-assignment checks, authorization routing, transaction creation or update, tolerance and exception handling, document attachment, commitment or inventory update, and retention of the purchasing evidence trail. Head of Procurement is accountable for procurement integrity, segregation of duties and completion of downstream handoffs.		
153	Operate regulatory billing interface through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
154	Operate bank interface through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
155	Operate recruitment-to-employee integration through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
156	Operate time payroll finance and bank integration through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		

157	Operate learning and talent integration through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
158	Operate enterprise information integration through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
159	Operate identity and access provisioning through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
160	Operate data migration through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
161	Operate interface error handling through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		

162	Operate audit evidence access through approved interface or platform controls covering ownership, source-to-target mapping, authentication, scheduling, payload validation, secure processing, error classification, retry or correction, reconciliation, change control and retained technical evidence. Head of IT Integrations is accountable for service continuity, security and traceable resolution of failed or incomplete processing.		
163	Create and govern a capital investment request with purpose, sponsor, investment class, estimated cost, expected timing, funding source and approval authority; validate completeness, route authorization, record approved values and changes, and link the accepted request to the capital program and execution measure.		
164	Define and maintain the multi-level capital investment program, assign responsible organizational units and fiscal-year validity, place approved requests within the hierarchy, and control program status, versions and authorized changes.		
165	Allocate approved capital budget from program positions to investment measures, validate limits and funding availability, control supplements, returns and transfers, and preserve approval and change evidence.		
166	Create the project definition and work breakdown structure with responsible units, dates, account assignments, control profiles and investment links; validate structure, approve release and retain governed status changes.		
167	Plan project activities, relationships, milestones, work centers, internal effort and scheduling constraints; calculate dates, release approved work and manage controlled rescheduling and exceptions.		
168	Plan primary costs, internal activities, materials, services and revenue where applicable at the appropriate project level; validate assumptions, approve versions and integrate accepted plans with budget and procurement controls.		
169	Generate and manage project-related material and service requirements, assign purchases to the correct work package, record commitments and actuals, control availability and reconcile project procurement through receipt and invoice.		
170	Settle eligible project costs to assets, cost centers or other approved receivers, validate settlement rules, execute periodic and final settlement, apply technical completion, release residual commitments and retain closure evidence.		

171	Capture, authorize and maintain money-market, security, borrowing or investment transactions with counterparty, terms, dates, rates, cash flows and settlement instructions; apply product controls and preserve confirmations.		
172	Validate due cash flows, authorize settlement, generate payment instructions, post valuation and accounting entries, reconcile positions and handle reversals or exceptions under maker-checker control.		
173	Maintain market data and risk parameters, value treasury positions, assess exposure against approved limits, investigate breaches and record authorized mitigation or exception decisions.		
174	Define funds, funds centers, commitment items, funded programs and derivation rules; assign owners and validity, validate hierarchy and account relationships, and control approved master-data changes.		
175	Enter original budget, supplements, returns and transfers by approved budget address; route authorization, release spendable amounts, lock completed versions and retain amendment history.		
176	Check requisitions, purchase orders, invoices, payroll or journals against available budget at transaction time, apply tolerance profiles, block or warn on excess consumption, and route authorized overrides with evidence.		
177	Review open commitments and residual budget at year-end, identify eligible items, approve carryforward or lapse treatment, execute controlled transfer and reconcile opening balances in the new fiscal year.		
178	Administer development, quality and production environments, clients, logical systems and technical connections under approved change control; maintain configuration consistency and segregation between build, test and live operations.		
179	Create, validate, approve and import configuration and development transports through the landscape, enforce sequencing and dependency checks, document test evidence, manage failed imports and preserve the release history.		
180	Schedule and control background jobs, monitor completion, analyze cancellations, manage reprocessing, maintain operational calendars and retain technical logs for critical business processing.		
181	Define backup, restore and recovery controls for application and database services, execute scheduled protection activities, test recoverability, record exceptions and maintain approved continuity evidence.		

182	Register a business requirement that cannot be met through configuration, document the standard-function review, assess impact and security, approve the development demand, assign ownership and maintain traceability through build and deployment.		
183	Design, develop and unit-test approved custom logic, interfaces, forms, workflows or data conversions using controlled naming, code review, authorization checks, error handling and technical documentation.		
184	Perform syntax, performance, security and quality checks on custom objects, remediate findings, complete peer review, package approved changes for transport and retain test, approval and release evidence.		
185	Identify each enforceable customer arrangement for regulated aviation services, airport-related services, leases excluded from IFRS 15, training, certification and other chargeable services.		
186	Capture approved contract terms, customer, service period, consideration, start date and source references; apply combination or separation rules where required.		
187	Create the revenue accounting contract from eligible revenue accounting items; and retain the approved linkage to the originating service, sales or billing transaction.		
188	Evaluate the distinct goods and services promised in each customer contract and create separate performance obligations for items such as licences, inspections, certifications, training, maintenance, support or time-bound access.		
189	Determine the obligation type, satisfaction method, start and end dates, relevant fulfilment event and dependency on other obligations; route unusual bundled arrangements for finance approval before revenue processing continues.		
190	Determine the consideration expected from the customer by consolidating fixed charges and assessing variable amounts such as discounts, rebates, penalties, waivers, incentives, refunds or price adjustments.		
191	Apply approved estimation and constraint rules, record significant financing or non-cash consideration where applicable, obtain authorization for manual adjustments, and preserve the relationship between the approved transaction price, contract terms and billing values.		
192	Allocate the approved transaction price to individual performance obligations using valid standalone selling prices and the approved allocation method.		

193	Determine or import standalone selling prices, validate currency and effective dates, apply residual or exception treatment only where policy permits, recalculate allocations after approved contract changes, and retain the allocation basis and authorization before revenue schedules are finalized.		
194	Recognize allocated revenue when each performance obligation is satisfied, using point-in-time events for completed deliverables and over-time schedules for services provided across a defined period.		
195	Receive and validate fulfilment information, calculate revenue and contract asset or liability movements, process authorized corrections and reversals, transfer approved values for posting to the general ledger, and preserve traceability from the source event through the accounting document.		

1.2 Technical Requirements

The bidder must provide responses against each query by selecting any of the below:

- Yes = Fully Compliant available in Standard (FC)
- No = Not available in standard (NA)

S.#	Area	Functionalities	Bidder Response
1	IT Admin	Sys. Admin. Define ERP landscape strategy	
2	IT Admin	Sys. Admin. Configure development client	
3	IT Admin	Sys. Admin. Configure quality client	
4	IT Admin	Sys. Admin. Configure production client	
5	IT Admin	Sys. Admin. Perform system refresh	
6	IT Admin	Sys. Admin. Maintain system parameters	
7	IT Admin	Sys. Admin. Configure transport routes	
8	IT Admin	Sys. Admin. Release development transport	
9	IT Admin	Sys. Admin. Import transport to quality	
10	IT Admin	Sys. Admin. Import transport to production	
11	IT Admin	Sys. Admin. Monitor transport failure	
12	IT Admin	Sys. Admin. Prepare transport audit log	
13	IT Admin	Sys. Admin. Create business user	
14	IT Admin	Sys. Admin. Assign composite role	
15	IT Admin	Sys. Admin. Maintain authorization object	
16	IT Admin	Sys. Admin. Perform SOD role review	
17	IT Admin	Sys. Admin. Lock and unlock user	
18	IT Admin	Sys. Admin. Execute periodic user access review	
19	IT Admin	Sys. Admin. Monitor system health	
20	IT Admin	Sys. Admin. Analyze dump	
21	IT Admin	Sys. Admin. Monitor update failures	

Annexure – C

S.#	Area	Functionalities	Bidder Response
22	IT Admin	Sys. Admin. Monitor background jobs	
23	IT Admin	Sys. Admin. Monitor database growth	
24	IT Admin	Sys. Admin. Prepare technical operations dashboard	
25	IT Admin	Sys. Admin. Analyze workload statistics	
26	IT Admin	Sys. Admin. Monitor work process utilization	
27	IT Admin	Sys. Admin. Perform memory parameter review	
28	IT Admin	Sys. Admin. Analyze response time trend	
29	IT Admin	Sys. Admin. System performance tunning	
30	IT Admin	Sys. Admin. Create background job	
31	IT Admin	Sys. Admin. Schedule periodic job	
34	IT Admin	Sys. Admin. Maintain batch job calendar	
35	IT Admin	Sys. Admin. Report on job completion status	
36	IT Admin	Sys. Admin. Schedule database backup	
37	IT Admin	Sys. Admin. Validate backup completion	
39	IT Admin	Sys. Admin. Maintain printer configuration	
40	IT Admin	Sys. Admin. Maintain RFC destinations	
41	IT Admin	Sys. Admin. Execute system start and stop procedure	
42	IT Admin	Sys. Admin. Configure SSO integration	
43	IT Admin	Sys. Admin. Enable audit logging	
44	IT Admin	Sys. Admin. Review privileged access	
45	IT Admin	Sys. Admin. Monitor failed login attempts	
46	IT Admin	Sys. Admin. Approval process for configuration/transport movement between development, quality and production environments	
47	IT Admin	Sys. Admin. Server Backup Operations	
49	IT Integrations	Integration Adapter Define integration inventory	
50	IT Integrations	Integration Adapter Develop ERP inbound integration	
51	IT Integrations	Integration Adapter Develop ERP outbound integration	
52	IT Integrations	Integration Adapter Configure SOAP integration	
53	IT Integrations	Integration Adapter Configure REST integration	
54	IT Integrations	Integration Adapter Configure OData integration	
55	IT Integrations	Integration Adapter Integrate HR employee data	
56	IT Integrations	Integration Adapter Integrate Cloud Procurement purchasing documents	
57	IT Integrations	Integration Adapter Integrate supplier master data	
58	IT Integrations	Integration Adapter Integrate service procurement workflow	
59	IT Integrations	Integration Adapter Integrate learning management data	
60	IT Integrations	Integration Adapter Integrate bank statement MT940 or CAMT	

Annexure – C

S.#	Area	Functionalities	Bidder Response
61	IT Integrations	Integration Adapter Integrate payment file to bank	
62	IT Integrations	Integration Adapter Integrate payment acknowledgement	
64	IT Integrations	Integration Adapter Apply API authentication policy	
65	IT Integrations	Integration Adapter Configure OAuth client credential	
66	IT Integrations	Integration Adapter Configure certificate-based security	
67	IT Integrations	Integration Adapter Reprocess failed message	
68	IT Integrations	Integration Adapter Configure alert notification	
69	IT Integrations	Integration Adapter Standard integration operations report	
71	IT Integrations	Integration Adapter Conduct end-to-end interface test	
72	IT Integrations	Integration Adapter Security role validation for Banking and Finance Integration	
73	IT Integrations	Integration Adapter Approval workflow validation for ERP Integration	
74	All	Online Apps User-Interface Configure Online Apps launchpad site	
75	All	Online Apps User-Interface Create business catalog	
76	All	Online Apps User-Interface Create business groups	
77	All	Online Apps User-Interface Assign business role	
78	All	Online Apps User-Interface Activate standard Online Apps	
79	All	Online Apps User-Interface Activate OData service	
80	All	Online Apps User-Interface Assign app to role	
81	All	Online Apps User-Interface Test app authorization	
82	All	Online Apps User-Interface Consume OData service	
83	All	Online Apps User-Interface Implement UI validation logic	
84	All	Online Apps User-Interface Deploy app to launchpad	
85	All	Online Apps User-Interface Configure ERP Inbox for approvals	
86	All	Online Apps User-Interface Conduct user acceptance UX test	
87	All	Online Apps User-Interface Configure role-based app visibility	
88	All	Online Apps User-Interface Apply catalog authorization	

ELIGIBILITY AND QUALIFICATION CRITERIA (Add score for Aviation specific process automation or integrations with exact scope and data retrieval from legacy apps to SAC)

The qualification method is QCBS (Quality and Cost based) - 70% Technical Score + 30% Financial Score - Passing marks shall be 70 out of 100

ELIBILITY CRITERIA				
S#	**Mandatory Eligibility Criteria**	**PPRA-Compliant Requirement Definition**	**Specific Required Documentary Evidence**	
E-01	**Tax Registration & Active Status**	Valid registration with Federal Board of Revenue (FBR) for NTN and active status on ATL.	Valid FBR Registration Certificate and ATL Status Verification Document	
E-02	**Relevant Business Standing**	Minimum **five (05) years** of status being separate taxable entity in Pakistan delivering Technology Services.	SECP Certificate of incorporation along with Memorandum & Articles of Association or Registrar of Firms / Partnership Deed	
E-03	**Non-Blacklisting Undertaking**		Legal Affidavit on stamp paper of appropriate value.	
E-04	**OEM's *(of offered product)* Eligibility Criteria**			
E-04A	**OEM Ecosystem & Localization**	The proposed OEM (of offered product) must exist in Pakistan as an Entity OR Liason office, and must have an established Office in Pakistan.	Please attach OEM office location and address of quoted OEM.	
E-04B	**OEM ERP Product**	The offered ERP product must be recognized as a Leader in the relevant ERP category by a reputable independent industry analyst/research organization, such as Gartner or IDC, based on the latest applicable published assessment available on the bid submission date.	Relevant Gartner/IDC report / website, the proposed OEM must reflect as Leader for ERP.	
E-04C	**Core ERP Product Type**	The offered product must be available **on-premise** for Core ERP (including Finance, SCM, Projects, HR, Asset Maintenance). Non-core components may be cloud-based	The bidder or OEM must submit declaration on it's Letterhead.	
E-04D	**OEM's Offered product footprints in Public Sector in Pakistan**	The proposed ERP product shall have been implemented in at least four (04) distinct Public Sector legal entities, Organizations, Autonomous Bodies, or State-Owned Enterprises in Pakistan.	List of Entities where the OEM's ERP is implemented.	
E-05	**Implementation Services Partner's Eligibility Criteria**			
E-05A	**OEM Partner**	The Bidder shall have been an authorized Services Partner of the proposed ERP OEM.	OEM Published Status available on OEM Website.	
E-05B	**Financial Capacity**	The Bidder Average Annual Turnover of at least **PKR 1 Billion** over the last three (03) Financial years.	Audited Financial Statements for the last three (03) completed financial years duly signed by bidder's authorized representative	
E-05C	**International Quality Certifications**	The Bidder must be an Active **ISO 27001** (ISMS) or **ISO 20000-1** or **CMMI Level 3** (or higher) certifications in software/consulting services.	Valid ISO 27001 or ISO 20000-1 or CMMI Accreditation Certificates issued in the name of Bidder	
E-05D	**Local Presence & Support Infrastructure**	Fully functional local office in Pakistan	Lease Agreements / Utility Bills.	
E-05E	**Resource Capacity**	The Bidder must have at least thirty (30) full-time ERP technical and functional consultants who are trained on the same OEM ERP product being offered.	Undertaking on Bidder's Letterhead signed by Bidder's authorized representative	
QUALIFICATION CRITERIA / TECHNICAL CRITERIA SCORING BASED				
S#	**Sub-Criteria Description**	**Objective Scoring Breakdown**	**Specific Required Documentary Evidence**	**Max Marks**
1	**OEM Market Position & Industry Deployments**			**30**
1.1	OEM Global Aviation & Airports Deployments	The OEM's ERP Solutions must be implemented in at least five (5) distinct organizations/entities within the global aviation sector	Official OEM Published Case Studies or Published Customer Success Stories, or OEM Reference List (signed by OEM 's authorized representative) or any other verifiable document.	**10**

1.2	ERP OEM's deployment in Public Sector in Pakistan	Proposed OEM ERP platform is implemented in Pakistani Public Sector Organizations / Autonomous Bodies / State-Owned Enterprises (SOEs): 12 or more : 20 Marks 10 or more : 16 Marks 08 or more: 12 Marks 06 or more: 08 Marks 04 or more : 04 Mark	Copy of OEM Client Reference List in Pakistan Public Sector accompanied by either OEM's Letterhead undertaking or verified completion/go-live certificates or client confirmation letters or any verifiable document that verifies that OEM's ERP is deployed in Public Sector	**20**
2	**Financial Position & Capacity of OEM Service Partner**			**20**
2.1	Average Annual Turnover (Last 3 Years)	• More than PKR 3.0 Billion: 20 Marks • More than PKR 2.5 Billion up to PKR 3.0 Billion: 16 Marks • More than PKR 2.0 Billion up to PKR 2.5 Billion: 12 Marks • More than PKR 1.5 Billion up to PKR 2.0 Billion: 08 Marks • PKR 1.0 Billion up to PKR 1.5 Billion: 04 Mark	Audited Financial Statements for the last 3 years duly attested by the Bidder	**20**
3	**Relevant Implementation Experience**			**23**
3.1	The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license / Subscription fees / Equipment **(Local experience with in last ten years)** *Core ERP means complete implementations of core modules including but not limited to Finance & SCM	• 05 or more projects: 08 Marks • 04 projects: 06 Marks • 03 projects: 04 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment.	**8**
3.2	The Bidder having the experience of Implementation of the quoted OEM's Core ERP each valuing USD 1.0 Million or above excluding license /Subscription fees / Equipment **(Global experience with in last ten years)** *Core ERP means complete implementations of core modules including but not limited to Finance & SCM	• 05 or more projects: 05 Marks • 04 projects: 04 Marks • 03 projects: 03 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of USD 1.0 Million or Equivalent excluding License / Subscription Fees / Equipment.	**5**
3.3	The Bidder must have an experience of at least one Business Process Re-engineering (BPR) assignment in Pakistan during the last ten (10) years, involving assessment and transformation of business processes, including development/revision of policies, SOPs, procedures or regulations. **(Local experience with in last ten years)**	• 03 or more projects: 04 Marks • 02 projects: 02 Marks • 01 project: 01 Mark	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the Business Process Re-engineering.	**4**
3.4	The Bidder must have an experience of at least one Core ERP implementation of the quoted OEM's ERP for an **Aviation-sector organization during the last ten (10) years.** Core ERP means an integrated implementation covering the principal core modules, including at minimum Finance and SCM/Procurement.	02 or More Projects: 06 Marks 01 or more project : 03 Marks	Verifiable clientele list alongwith the details of Scope of Services clearly mentioning the implementation Services of Core ERP in Aviation sector	**6**
4	**Resource Capacity**			**5**
4.1	Staffing Capacity – OEM-Trained ERP Consultants Marks shall be awarded based on the number of OEM-trained ERP consultants	70+ : 5 Marks 60+ : 4 Marks 50+ : 3 Marks 40+ : 2 Marks 30+ : 1 Mark	Verifiable list of OEM Trained Consultants in bidder's organization.	**5**
5	**Key Personnel Qualifications & Experience**			**12**
5.1	Proposed Project Manager	The Project Manager must have experience of 15+ years in OEM ERP Full Scale Implementation as Project Manager in atleast (04) ERP Implementations	Comprehensive CV, PMP/OEM Training evidence, and Project Experience Sheets.	**5**

5.2	Proposed Functional & Technical Lead Consultants	Requirement: Dedicated Lead Consultants for each core module domain Marking Criteria: - Lead (Finance)+ 5 years Experience + OEM Trained = 01 - Lead(SCM) + 5 years Experience + OEM Trained = 01 - Lead(Projects) + 5 years Experience + OEM Trained = 01 - Lead(Asset Management) + 5 years Experience + OEM Trained = 01 -Lead (Human Resources)+ 5 years Experience + OEM Trained = 01 Total = 05 Marks	Detailed Resumes, OEM Trained evidence, Professional Certificates /Global certificate for relevant trainings.	**5**
5.3	Integration & Architecture Experts	Solution Architect & Integrations Team Leader Experience: (10+ years exp.)	Detailed Resume and relevant training Credentials.	**2**
6	**Implementation Methodology**			**5**
6.1	Implementation Approach & Work Plan	Project Implementation Methodology (including Business & Data Transformation /equivalent), Governance, QA, risk and escalations)	Project Documents need to submit for Implementation Approach & Work Plan	**2**
6.2		Change Management, Training, Knowledge Transfer & user Adoption Strategy		**1**
6.3		Detailed Project Schedule, Milestones and Deliverables		**1**
6.4		The Bidder shall provide evidence of its project governance and corrective-action mechanism for managing schedule and cost deviations, supported by at least one relevant case study.		**1**
7	**Partner Product Capability**			**5**
7.1	OEM validated accelerator packages developed by the bidder.	• 05 or more : 05 Marks • 04 : 04 Marks • 03 : 03 Marks • 02 : 02 Marks • 01 : 01 Mark	The accelarator products of bidder must be available and reflected on offered OEM official website as OEM Validated Accelerators	**5**
			CUMULATIVE MAXIMUM SCORE	**100**

	SPECIAL NOTES
1	Experience of a **subcontractor, independent consultant, consortium member, JV member or unrelated third party** shall not be considered as the Bidder's experience
2	Credentials of an Affiliate, Group Company or Network Firm may be considered for the purpose of evaluation, subject to submission of documentary evidence establishing the relationship between the Bidder and the entity whose experience is being claimed.
3	**Historical Experience Evaluation:** For the purpose of evaluating past project experience or completed contract values expressed in currencies other than PKR/USD, the value shall be converted using the official exchange rate prevailing on the date of signing of that specific historical contract, Purchase Order, or Letter of Award, as published by the State Bank of Pakistan (SBP) or the respective central bank.
4	**Misrepresentation / Incorrect Information: In the event that any information, document, statement, or experience claimed by the Bidder is found to be false, incorrect, misleading, or materially misrepresented at any stage of the procurement process or during the execution of the Contract, PCAA shall have the right to take appropriate action in accordance with the applicable procurement laws, rules, regulations, and bidding documents. Such action may include disqualification of the Bidder, forfeiture of bid/performance security, blacklisting/debarment in accordance with applicable law, and/or termination of the Contract, as applicable. In case of termination on account of such misrepresentation or fraudulent claim, PCAA shall not be liable to make any payment for the affected/unperformed portion of the Contract, without prejudice to PCAA's right to recover any loss, damage, or other amounts recoverable**

Annexure - E

Bid Specifics - Pakistan Civil Aviation Authority

1. Licensing Requirements

License Category	Functionality	Quantity
Developer User	OEM Developer user for required development / customizations	1
Super Users	Full access of all ERP functionalities with transactional, administrative, configuration, reporting, approval, and management level access	3
Managerial Users	Transactional, approvals, reporting, inquiry, and supervisory access of all functionalities	6
Operational Users	Self-service, inventory operations, requisition, approvals, and day-to-day business transactions	6
Enterprise Analytics & Data Warehouse Platform	Centralized analytics, dashboards, management reporting, historical data storage, and enterprise data warehouse capabilities	Minimum 512 GB managed analytical data capacity
External/Third Party Access	Support for posting Third Party Documents /Transactions directly in ERP	Minimum 50,000 external transactions/documents per year
Treasury & Financial Risk Management	Treasury, cash management, banking, investments, borrowings, and financial risk management capabilities	1 User Capacity suitable for organizations up to USD 100 Million annual revenue
Analytics	Self-service analytics, dashboards, reporting, KPI monitoring, management scorecards, and business intelligence capabilities	2 Licenses 8 Users
Performance Management	Budgeting, planning, forecasting, target setting, performance monitoring, scorecards, and performance management capabilities	Self Service (150)
Enterprise Integration Platform	Integration platform supporting APIs, system-to-system integration, workflow orchestration, monitoring, security, and connectivity with internal and external applications	Capable of Integrating min 15-20 Third Party existing and future Systems

Annexure - E

License Category	Functionality	Quantity
HR & Finance	Employee Payroll processing and their respective financial posting in Finance.	400 HCM Component. No. of Employee / Pensioner on Payroll
Training content development tool	Improve user adoption of enterprise applications by providing on-screen guidance, training manuals, and contextual support directly related to applications.	5 Users
Service Billing and Revenue Management – on premise	To cover order booking, Service delivery and billing with contract accounting to cover the SoW	3 Users

2. 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.

	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/Integration/Development Solution Architect	Defines the overall technical solution architecture, ensuring components, integrations, data, security, and infrastructure work together effectively.
4	Finance Consultant	Leads the finance, treasury, and financial risk workstream, guiding requirements, solution design, delivery, and key decisions.

Annexure - E

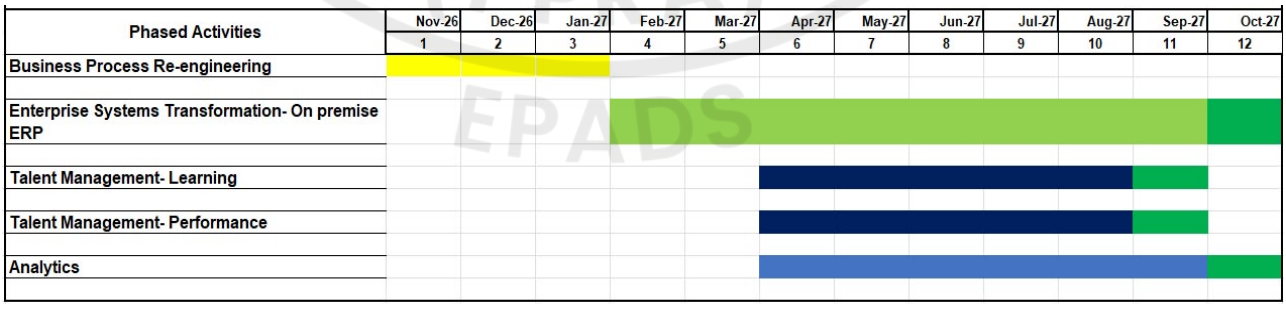
	Role	Generalized Description
5	Costing/Budgeting Consultant	Leads management accounting and funds management activities, aligning business requirements with solution design and delivery.
6	Supply Chain Consultant	Leads end-to-end supply chain process design and delivery, coordinating requirements, improvements, testing, and stakeholder decisions.
7	CAPEX Project Execution Consultant	Leads project management process design and delivery, including planning, budgeting, execution, monitoring, and reporting.
8	Human Capital Management Consultant	Lead, configure, test and support Personnel data management, hiring and separation management process design and delivery, including compensation and payroll calculation and execution, monitoring and reporting.
9	Performance Management Consultant	Leads employee performance management processes, including goal setting, reviews, feedback, calibration, development, and reporting.
10	Sales/billing Consultant	Leads sales and billing process for functional design through integration with existing revenue management 3rd party applications
11	Infrastructure Consultant	Leads the technology infrastructure workstream, ensuring platforms, environments, security, performance, availability, and operational readiness.
12	Integration Consultant	Leads system integration design and delivery, ensuring reliable data and process connections across applications and platforms.
13	Development Consultant	Leads application development, translating requirements into scalable technical solutions and overseeing build quality and delivery.
14	Analytics Consultant	Leads analytics strategy and delivery, turning business needs into trusted reporting, dashboards, insights, and decision support.

	Role	Generalized Description
15	Data Warehouse Platform Consultant	Leads enterprise data warehousing and reporting solutions, ensuring reliable data models, integrations, governance, and performance.
16	BPR – Finance	Reviews and redesigns end-to-end finance, treasury, controlling, and funds management processes to improve efficiency, control, and standardization.
17	BPR - Supply Chain	Reviews and redesigns end-to-end supply chain processes across materials, warehousing, and supplier management to improve efficiency, control, and standardization.
18	BPR- Project & Engineering Functions	Provides functional expertise across project systems, investment management, aligning processes, data, controls, and solution delivery.
19	BPR- Human Resource	Provides functional expertise across human capital and cloud HR processes, supporting workforce administration, talent activities, data, and solution delivery.
20	Change Management – Consultant	Provides expertise in Organizational Change Management for the transformation project.

3. Timeline (Estimated)

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

Pakistan Civil Aviation Authority



4. Payment Milestones

<table>
<tr><th></th><th>Milestones</th><th>Payment</th></tr>
<tr><td>Item#1</td><td>License / Subscriptions and AMC
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.</td><td>100%</td></tr>
<tr><td>Item#2</td><td>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>82%</td></tr>
<tr><td>Talent Management- Performance</td><td>3%</td></tr>
<tr><td>Analytics</td><td>8%</td></tr>
<tr><td>Business Process Re-engineering</td><td>3%</td></tr>
<tr><td>PCAA Mobile Application (Web-App & Mobile)</td><td>4%</td></tr>
</table></td><td>100%</td></tr>
<tr><td>Item#3</td><td>Hosting and Managed Services
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.</td><td>100%</td></tr>
</table>

5. 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%

Annexure - E

Payment Milestone	Deliverables	Percentages
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	5%
Testing	• Develop Test Scenarios • Solution Acceptance Testing • Validation of Access Controls	25%
OEM Global Training	• OEM / Global Trainings / Customer Success Story Review to be conducted at Global Training Centre/ Location	5%
Readiness for Deployment	• End-User Training Completed • Data Migration (where as necessary) • Cutover Activities Executed • Operational Environment Readiness	10% After go-live
Hyper Care Support (3 months after Go Live)	• Resolve Post-Implementation System Defects	10%
Warranty Period (9 Months after completion of Hyper Care Support)	• Resolve Post-Implementation System Defects	-

2. Talent Management- Performance

Payment Milestone	Deliverables	Percentages
Planning	• Project Plan • Data Strategy • Testing Strategy • Training Strategy	10%
Analysis & Design	• Business Requirement Document • Design Document	5%
Configure & Build	• Solution Build • Validation of configured system • Process Integration Testing	15%
Training	• Preparation of Training Material • Deliver training sessions	10%
Testing	• Develop Test Scenarios • Solution Acceptance Testing • Validation of Access Controls	35%

Payment Milestone	Deliverables	Percentages
Readiness for Deployment	• End-User Training Completed	15% After go-live
	• Data Migration (where as necessary) • Cutover Activities	
	• Go-Live Readiness	
Support	• Resolve Post-Implementation Issues	10%

3. 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	40%
	• Data Reconciliation	
	• Performance Testing	
	• Functional Testing	
	• Defect resolution	
Deployment	• Production deployment, and validation	30% After go-live
Support	• Resolve Post-Implementation Issues	10%

4. 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%

5. PCAA Application (Web & Mobile)

Payment Milestone	Deliverables	Percentages
Design	• Upon completion of the design	10%
Test	• Test upon completion of UAT	40%
Readiness for Deployment	• Preparation – Setup for Go-Live • End-User Training Completed • Data Migration (where as necessary)	5%
Go-Live	• Go-Live	35%
Support	• Support	10%

Annexure – F

FINANCIAL PROPOSAL / PRICE SCHEDULE AND COMMERCIAL TERMS

DIGITAL TRANSFORMATION AND INTEGRATED ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM IN PAKISTAN CIVIL AVIATION AUTHORITY

Important Note

This Annexure shall be read together with the Instructions to Bidders, Bid Data Sheet, Scope of Work, Technical Specifications, Evaluation Criteria, Bill of Materials (BOM), Implementation Schedule, General Conditions of Contract (GCC), Special Conditions of Contract (SCC), Additional Special Conditions of Contract and all other component of this RFP Document. In case of inconsistency.

PART A: PRICE SCHEDULE

The procurement comprises the following lot. Unless otherwise expressly provided in the Instructions to Bidders, **a Bidder must have to quote all items mentioned in a lot**, subject to satisfaction of the applicable eligibility, qualification and technical requirements.

S#	Description	Total (PKR)
LOT 1 -A	**ERP Licenses (On-Premise Core ERP) / Subscriptions:** The Bidder shall provide all **ERP licenses, subscriptions, and associated entitlements** specified in the **Bill of Materials (BoM)**, in accordance with **Terms and Conditions-I For License/Subscriptions,** the offered product must be fully compliant to Technical Specifications (Annex-C) and all other applicable requirements, specifications, terms, and obligations contained in any part of this RFP. The quoted price shall be **all-inclusive** and shall cover all ERP licenses, subscriptions, and associated entitlements required for the complete and functional operation of the proposed ERP solution, including the **Annual Maintenance Charges (AMC) for the first year.** The **prices shall be quoted in Pakistani Rupees (PKR), and all payments under this item shall be made in PKR**. **Price in Words:** _____	
LOT 1 -B	**Complete Turnkey Implementation** of the Enterprise Resource Planning (ERP) System for **Pakistan Civil Aviation Authority (PCAA)** in strict accordance with the approved respective **Scope of Work (Annexure-B), Resource Requirements, Terms & Conditions -II For Implementation Services and any other section of this RFP.** **Price in Words:** _____	
Lot 1 -C	**Hosting & Managed Infrastructure Services –PCAA:** The Hosting Charges shall be quoted in strict accordance with the approved respective **Technical Specification of Hosting Services (Annex-H), Terms & Conditions -III For Hosting & Managed Services and any other section of this RFP.** Phase – I : Rs_____/month x 4= Rs. _____ Phase – II : Rs_____/month x 14= Rs._____ Phase – III : Rs._____/month x 18 = Rs_____ *(at the time of full go live)* **Total Price of Hosting (Phase I + II +III) = Rs.** _____ *Note:* *The bidder is also required to fill price breakup under Terms & Conditions III: Hosting / Managed Services CL no. 8*	
Total price for Lot ***[to be inserted in EPADS against the total Price of Lot-1 in PKR]***		

PART B: BILL OF MATERIALS (BOM) FOR LICENSE / SUBSCRIPTIONS

The bidder is required to fill offered License / Subscription Rates as below itemized:

License Category	Functionality	Quantity	Price (PKR)
Developer User	OEM Developer user for required development / customizations	1	
Super Users	Full access of all ERP functionalities with transactional, administrative, configuration, reporting, approval, and management level access	3	
Managerial Users	Transactional, approvals, reporting, inquiry, and supervisory access of all functionalities	6	
Operational Users	Self-service, inventory operations, requisition, approvals, and day-to-day business transactions	6	
Enterprise Analytics & Data Warehouse Platform	Centralized analytics, dashboards, management reporting, historical data storage, and enterprise data warehouse capabilities	Minimum 512 GB managed analytical data capacity	
External/Third Party Access	Support for posting Third Party Documents /Transactions directly in ERP	Minimum 50,000 external transactions/documents per year	
Treasury & Financial Risk Management	Treasury, cash management, banking, investments, borrowings, and financial risk management capabilities	1 User Capacity suitable for organizations up to USD 100 Million annual revenue	
Analytics	Self-service analytics, dashboards, reporting, KPI monitoring, management scorecards, and business intelligence capabilities	2 Licenses 8 Users	
Performance Management	Budgeting, planning, forecasting, target setting, performance monitoring, scorecards, and performance management capabilities	Self Service (150)	
Enterprise Integration Platform	Integration platform supporting APIs, system-to-system integration, workflow orchestration, monitoring, security, and connectivity with internal and external applications	Capable of Integrating min 15-20 Third Party existing and future Systems	
HR & Finance	Employee Payroll processing and their respective financial posting in Finance.	400 HCM Component. No. of Employee / Pensioner on Payroll	
Training content development tool	Improve user adoption of enterprise applications by providing on-screen guidance, training manuals, and contextual support directly related to applications.	5 Users	
Service Billing and Revenue Management – on premise	To cover order booking, Service delivery and billing with contract accounting to cover the SoW	3 Users	

TERMS & CONDITIONS – I FOR LICENSE / SUBSCRIPTIONS

CL	FOR LOT – 1 A: LICENSE / SUBSCRIPTIONS
1	The bidder shall ensure the Licenses / Subscription to be provided in the name of Pakistan Civil Aviation Authority through OEM authorized Reseller. The bidder shall also ensure that the contract be signed directly between OEM authorized Reseller and PCAA. And also ensure that the payment to be made directly to OEM authorized Reseller by PCAA where applicable
2	The bidder must provide the OEM authorization letter for allowing sell of license / subscription in favour of the OEM authorized Reseller.
3	The bidder shall also ensure that the License / Subscriptions be provided as per the Bill of Materials (BOM). While also ensure that the subscriptions must be provided as per the year-wise utilization plan for the period of End User License for Subscriptions.
4	The bidder shall also ensure that the activation of Subscriptions must be as per the date of activation provided by PCAA.
5	**Fees from Year 2 Onwards:** The **Subscription Fees and Annual Maintenance Fees** payable from Year 2 onwards shall be invoiced and paid in **Pakistani Rupees (PKR)**. Where such fees are denominated in a foreign currency under the Contract, the applicable PKR amount shall be calculated using the **prevailing exchange rate officially notified/published by the State Bank of Pakistan (SBP) on the date of issuance of the relevant invoice**.
6	All applicable taxes, duties, levies, and statutory charges, **excluding Provincial Sales Tax (PST)**, shall be applied, withheld, or borne, as applicable, in accordance with the prevailing laws and regulations of Pakistan.

TERMS & CONDITIONS – II FOR IMPLEMENTATION SERVICES

The **Lump Sum Price** shall be deemed to include all activities, services, resources, deliverables, professional obligations and associated costs expressly specified in the **Scope of Work** at Annexure B, Resource Requirements and Contract, as well as all ancillary activities reasonably necessary for the proper, complete and successful performance of the Contract, including, but not limited to, the following:

CL	FOR LOT – 1 B: IMPLEMENTATION SERVICES
1	**Business Process Re-engineering- Process:** Current State Analysis, As-Is Process Listing and development of Requirement Traceability Matrix. GAP Analysis and development of To-Be process design in alignment with recognized industry standards and best practices. Development, review, rationalization and/or refinement of up to **Fifteen (15) Manuals and fifty (50) SOPs/PCAAOs/Policies**, aligned with the proposed ERP solution, applicable PCAA requirements, and recognized industry standards and best practices;
2	**Custom Development and Configuration:** Development, testing, deployment and documentation of approved customizations (up to **two hundred (200))** including Workflows, Reports, Interfaces, APIs, Customizations, Uploads, Enhancements, Forms. These customizations shall be pre-approved by Project Steering Committee as part of the design phase.
3	**ERP Software Installation and Configuration:** Installation, activation and configuration of required in scope ERP software, licenses/subscriptions, middleware and OEM components.
4	**System Integration:** Integration of the ERP solution with approved internal, external and third-party applications, systems, databases and interfaces identified in the Scope of Work.
5	**Data Migration:** Complete data migration activities, including data profiling, cleansing, mapping, transformation, trial migration, Trial balance reconciliation and cutover, including resolution of migration-related discrepancies attributable to the Service Provider;
6	**Technical Environment:** Environment preparation and configuration, access controls, single sign-on, audit trails, backup arrangements, as applicable to the proposed ERP architecture;
7	**Testing and Quality Assurance:** Unit Testing, System Integration Testing (SIT), User Acceptance Testing (UAT), and Regression Testing, Roles & Authorizations Testings including the identification, correction and re-testing of defects attributable to the Service Provider;
8	**Go-Live and Support:**

	Deployment, commissioning, Go-Live, Hypercare, post-Go-Live stabilization, and successful defect resolution ERP solution;
10	**Project and System Documentation:** Preparation, submission and maintenance of required project and system documentation, including Functional Design Documents, Technical Design Documents, Configuration Documents, System Administration Manuals, User Manuals, Training Materials, Knowledge Repository, As-Built Documentation and deliverables as specified in the Contract;
11	**Organizational Change Management:** Organizational Change Management (OCM), stakeholder engagement, communication and user-adoption activities, knowledge transfer and institutional capacity building of PCAA's nominated personnel;
12	**Trainings:** A. The Service Provider shall provide all training expressly specified in the Scope of Work (Annex-B). Power user-level functional, technical, system-administration shall be provided at PCAA's designated premises and train-the trainer approach shall be used for end-user training delivery. B. Relevant OEM / Global Trainings / Customer Success Story Review to be conducted at Global Training Centre/ Location for **up to ten (10) PCAA-nominated officers. This shall be provided at the applicable OEM learning facility**. C. Unless expressly stated otherwise in the Contract, costs associated with such OEM training, including training fees, travel, airfare, visas, accommodation, boarding/lodging, meals, local transportation, travel insurance expenses, daily expenses, shall be borne by the Service Provider (i.e. No Cost to PCAA).
13	**Warranty and Post-Go-Live Support:** A. The Service Provider shall provide a comprehensive warranty period of twelve (12) months commencing from the date of ERP Go-Live. B. During the first three (3) months of the warranty period, the Service Provider shall provide onsite support at PCAA's designated location(s). During the remaining nine (9) months, support may be provided remotely; however, where the nature or severity of an incident reasonably requires onsite intervention, the Service Provider shall deploy appropriately qualified technical personnel to the designated PCAA location within twenty-four (24) hours of receipt of PCAA's written request. C. Warranty services shall include defect correction, troubleshooting, configuration correction, applicable patches/fixes, technical support and rectification of implementation-related defects at no additional cost to PCAA.
14	**OEM Methodology and Standards:** A. The Service Provider shall execute the implementation in accordance with the OEM's recommended / Global Tier-1 Implementation Methodology, implementation guides, globally accepted quality-assurance framework / governance model / implementation methodology and applicable OEM best practices. B. Any deviation from the approved OEM methodology standards without PCAA's prior written approval shall constitute a contractual non-compliance and may result in rejection of affected deliverables, withholding of applicable milestone payment, corrective action at the Service Provider's cost and risk, application of contractual remedies, or other remedies available under the Contract.
15	**Implementation Payment Milestones:** Implementation payments shall be made upon completion of the milestones duly approved by the Project Steering Committee. The payment milestones are mentioned in **Annexure E - Bid Specifics** and Additional Special Conditions of the Contract.

TERMS & CONDITIONS – III FOR HOSTING / MANAGED SERVICES

CL	FOR LOT – 1 C : HOSTING / MANAGED SERVICES
1	Hardware specifications, sizing and capacity planning shall be carried out strictly in accordance with the OEM's officially recommended specifications, sizing methodology, standards and best practices.
2	All hardware, virtualization platforms, operating systems, storage, networking and supporting infrastructure shall comply with the OEM's compatibility and support requirements throughout the Contract Period.
3	The Primary Data Centre and Disaster Recovery (DR) Site shall be located within the territorial jurisdiction of Pakistan. PCAA data hosted on data center shall not be moved/ copied to locations outside Pakistan’s territorial jurisdiction.
4	Both the Primary Data Centre and DR Site shall meet the minimum Tier-III requirement specified in the Technical Specifications, including applicable redundancy and availability requirements.
5	The hosting environment shall include the resources, security controls, monitoring, backup, disaster recovery, network connectivity and managed services expressly specified in the Technical Specifications and SLA.
6	Final infrastructure sizing shall be subject to PCAA approval and shall not relieve the Service Provider of its obligation to provide adequate capacity and performance in accordance with the approved OEM sizing and SLA.
7	Performance Testing, Disaster Recovery Testing, including data center cyber security, penetration testing shall be included.

8	Hosting Price Breakup: **S# | Resource | Specification / Unit | Quantity | Monthly Price (PKR)** 1 | vCPU / CPU 2 | RAM / Memory 3 | SSD Storage 4 | HDD / Other Storage 5 | Network / Bandwidth 6 | Backup 7 | DR / Replication 8 | Security / Managed Services 9 | Other Required Resources TOTAL MONTHLY HOSTING CHARGE
9	**Hosting Payment Terms:** A. Hosting charges shall be quoted on a monthly basis in PKR and shall remain fixed and firm throughout the applicable Contract Period, except for any adjustment expressly permitted under the Contract. B. Payments shall be made quarterly in arrears based on actual services rendered and the applicable monthly charges, subject to verification of service performance, compliance with the SLA and certification by PCAA's authorized representative. C. PCAA shall be entitled to apply any Service Level Credits, deductions or other contractual remedies arising from failure to achieve the prescribed SLA requirements. D. The bidder shall ensure the Hosting & Managed Services to be provided in the name of Pakistan Civil Aviation Authority through Hosting Service Provider. The bidder shall also ensure that the contract be signed directly between Hosting Service Provider, where applicable and PCAA. And also ensure that the payment to be made directly to Hosting Service Provider directly by PCAA, where applicable.
10	**Hosting Exit and Transition** A. PCAA may, at its discretion and without assigning any reason, terminate the Hosting Services in whole or in part by giving the Service Provider not less than ninety (90) days' prior written notice, unless a different notice period is expressly provided in the Contract. B. Upon expiry or termination, the Service Provider shall, at no additional cost to PCAA, provide complete exit-management and transition assistance, including secure and accurate migration of application environments, databases, configurations, custom developments, integrations, audit logs, backups, metadata, documentation and associated PCAA Data to the infrastructure or location designated by PCAA. C. The Service Provider shall continue to provide the contracted hosting, operational support and applicable SLA obligations until PCAA issues written confirmation of successful migration and operational acceptance, unless otherwise agreed in writing. D. No lien, retention right, technical restriction, proprietary limitation, suspension, encryption or other impediment shall be asserted or imposed that could prevent or delay PCAA from obtaining access to and operational control of its systems, data and contracted deliverables.
11	**Data Ownership, Confidentiality and Security** A. Transaction data, master data, metadata, audit logs, backups and system-generated records relating to PCAA's operations, shall remain the exclusive property of PCAA. B. The Service Provider shall maintain strict confidentiality and shall comply with all applicable contractual, statutory, cybersecurity, information-security and data-protection requirements. C. Upon expiry or termination, all PCAA Data shall be returned or securely transferred to PCAA in industry-standard.

TERMS & CONDITIONS – IV (GENERAL)

CL	GENERAL
1	**Intellectual Property** A. Nothing in the Contract shall transfer ownership of the OEM's pre-existing software, proprietary platforms, tools, methodologies, frameworks or third-party intellectual property. B. Subject to the foregoing, all bespoke/custom deliverables specifically developed for PCAA under the Contract, including approved custom reports, forms, workflows, interfaces, integration components and project documentation, shall be made available to PCAA with the rights necessary for PCAA to use, maintain, operate and transition the implemented solution, in accordance with the Contract and applicable OEM licensing terms.
2	**Price Completeness and No Additional Claims** A. The Service Provider warrants that its quoted Lump Sum Implementation Price is complete and sufficient to perform all activities expressly included in the Scope of Work and all ancillary activities reasonably necessary for their proper and complete performance. B. No additional payment shall be admissible for any activity, resource, service, deliverable, integration, testing, migration, documentation, travel, logistics, custom development, software component, middleware or other requirement expressly included in or reasonably necessary for completion of the approved Scope of Work.

	C. Additional payment may only be considered where PCAA has formally approved a Change Request or Contract Amendment in accordance with the Contract's change-control procedure, or where a statutory change is expressly recognized under the Contract.
3	**Change Control** A. No change to the approved Scope of Work, deliverables, quantities, specifications, implementation methodology, schedule or price shall be effective unless documented through the Contract's formal change-control procedure and approved by the competent authority of PCAA. B. Service Provider-identified omission, under-estimation or failure to properly assess the requirements shall not constitute a compensable Change Request.

Bidder's Financial Undertaking

We, the undersigned, hereby declare that we have carefully examined and fully understood the Financial Proposal, Price Schedule, Scope of Work, Technical Specifications, BOM and all applicable commercial terms and conditions forming part of the Bidding Documents. We confirm that the prices quoted by us are complete, firm and binding for the periods expressly specified in the Bidding Documents and that all activities and obligations included in the Contract have been duly considered in our financial proposal.

We further confirm that the ERP licences/subscriptions proposed by us shall be sourced through the OEM or an OEM-authorized channel and registered in the name of Pakistan Civil Aviation Authority, and that we possess the legal, technical and financial capacity to perform the Contract in accordance with the applicable laws, rules, regulations and Bidding Documents.

Particular	Details
Authorized Signatory Name	_____
Designation	_____
CNIC / Passport No. (where required)	_____
Company Name	_____
NTN	_____
STRN / Sales Tax Registration No. (where applicable)	_____
Signature	_____
Official Company Stamp / Seal	_____
Date & Place	_____

End of Annexure G

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

1. Data Center and Hardware

The Issuer ("the Customer") intends to host its production, non-production, and disaster-recovery landscapes for its chosen Enterprise ERP Platform, including the underlying ERP database engine, application servers, front-end and web-access components, and integration middleware, in a dedicated private cloud delivered from datacenters located inside Pakistan.

This RFP sets out the mandatory (M) and recommended (R) certification, compliance, security, operational, and hardware requirements that any bidder ("Vendor") must meet or exceed to be considered. Where specific requirements are driven by the ERP vendor's own certification program. Vendors must meet the applicable standard for the Customer's chosen ERP platform.

1.1 Scope of Services Required

The Vendor should provide, on a single-tenant private-cloud basis:

1. Dedicated hosting in a certified Tier III or higher data center facility located in Pakistan, with infrastructure and specifications compliant with the technical and operational requirements of the proposed ERP solution.
2. Geographically separated DR facility also inside Pakistan.
3. Latest versions of operating systems including, but not limited to, operating systems such as SUSE Linux Enterprise Server, Red Hat Enterprise Linux, Microsoft Windows Enterprise Server, etc. The operating system should be with active vendor support subscriptions.
4. Managed operations for the hosted infrastructure and, at Customer's option, for ERP application administration, backup/restore administration, etc.
5. Backup, high availability, and disaster recovery services, including system replication configuration and administration where required
6. 24×7×365 monitoring, incident, problem, change and patch management.
7. Physical, logical, and network security controls aligned with ISO/IEC 27001 and Pakistan cybersecurity legislation.
8. Documented service levels (SLAs) for availability, incident response, RPO, RTO, and support.
9. Network bandwidth must be aligned with requirements of proposed ERP system.

2. Datacenter Facility Requirements

2.1 Facility Certification – Datacenter Tier

M = Mandatory Requirement
R = Recommended Requirement

S.#	Requirement	Basis	M/R
2.1.1	Primary datacenter must hold a valid Uptime Institute Tier III Certification of Constructed Facility (TCCF) or equivalent industry recognized certification such as ANSI or TIA-942 Rated-3.	Uptime Institute Tier Standard (design vs constructed vs operational sustainability distinctions)	M
2.1.2	DR datacenter must independently hold Tier III (TCCF) or TIA-942 Rated-3 certification.	Same as above	M
2.1.3	Uptime Institute Tier Certification of Operational Sustainability (TCOS) at silver or gold level is preferred. In the absence of TCOS certification, bidders shall provide evidence of established operational governance, maintenance, monitoring, and facility management practices that support the intended service availability of the data center.	Uptime TCOS standard	R

2.2 Physical Datacenter Design

M = Mandatory Requirement
R = Recommended Requirement

S.#	Requirement	M/R
2.2.1	Proposed hosting environment fully adheres to the design, operational and security requirements of a Tier III certified (or higher) data center and that all infrastructure hardware/components compliant with the proposed ERP solution are designed, implemented and operated in accordance with such requirements. Supporting evidence shall be included in the responses.	M
2.2.2	Sufficient contiguous cage/suite capacity to grow the Customer's ERP footprint by at least 50% within the initial contract term without physical relocation.	R

2.3 International Certifications Required of the Vendor and the Datacenter

2.3.1 Mandatory/Recommended International Certifications

Baseline requirements for any modern datacenter and cloud provider explicitly include ISO 27001 optionally ISO 22301.

M = Mandatory Requirement
R = Recommended Requirement

S.#	Certification	Purpose	Scope required	M/R
2.3.1	ISO/IEC 27001:2022 Information Security Management System (ISMS)	Baseline information security.	Must cover the specific datacenter(s) and the hosting/managed-services organization.	M
2.3.2	ISO/IEC 27017:2015 Code of practice for information security controls for cloud services	Cloud-specific extension of ISO 27001 shared responsibility, virtualization isolation, admin operations.	Cloud/hosting services and the underlying infrastructure.	R
2.3.3	ISO/IEC 27018:2019 Protection of Personally Identifiable Information (PII) in public clouds	Applies to any hosted service that processes personal data	Cloud/hosting services.	R
2.3.4	ISO 22301:2019 – Business Continuity Management System (BCMS)	Formal continuity/DR management.	Datacenter and hosting operations.	R
2.3.5	ISO/IEC 20000-1:2018 – IT Service Management (ITSM)	Structured incident, problem, change, and service delivery aligned to ITIL.	Managed services organization.	R
2.3.6	ISO 9001:2015 – Quality Management System	Organizational quality baseline.	Vendor organization.	R

2.4 High Availability, Disaster Recovery, and Backup

M = Mandatory Requirement
R = Recommended Requirement

S.#	Requirement	M/R
2.4.1	Local High Availability: System Replication in synchronous mode plus Operating system level HA cluster within the primary datacenter, providing automatic failover.	M
2.4.2	Disaster Recovery: Second Pakistan-based datacenter, with System Replication in asynchronous mode preferably over dark-fiber.	M

2.4.3	Documented, tested runbooks for planned and unplanned failover for the Production applications and Databases	R
2.4.4	Semi-annual DR drills	M
2.4.5	Backup: ERP platform-certified backup solution supporting the ERP vendor's native backup interface or API, with encrypted backups at rest, off-site copy inside Pakistan, and retention configurable per Customer policy (default: daily, weekly, monthly, yearly).	R
2.4.6	Backup and DR replication data must remain within Pakistan unless explicit written authorization is provided.	R
2.4.7	Quarterly restore tests (at least sample database restores) with formal reports.	R

2.5 Service Level Requirements

Bidders must commit to SLAs at least equal to the following minimums, with financial service credits (min. 10% monthly recurring fee per breach category, escalating).

Metric	Minimum SLA Target
Production ERP application availability (excluding agreed maintenance windows)	99.90% monthly
Underlying private-cloud infrastructure availability	99.95% monthly
Datacenter facility availability (power/cooling/network per Uptime Tier III)	99.982% annually (design target)
Severity 1 (production down) initial response	≤ 15 minutes, 24×7
Severity 1 restoration target (workaround)	≤ 4 hours
Severity 2 initial response	≤ 30 minutes, 24×7
Change advisory turnaround (standard change)	≤ 5 business days
Emergency change turnaround	≤ 24 hours
Patch deployment of application / Database	Within Customer-agreed window ≤ 30 days after Customer approval
DR drill success rate	100% (with corrective action if any failure)

3. Hardware sizing

The hardware sizing presented in this section defines the recommended compute, memory, and storage specifications required to support a robust, scalable, and highly available enterprise application landscape across all environments. The sizing spans three distinct tiers, Non-Production, Production, and Disaster Recovery ensuring end-to-end coverage from development through to business continuity.

The proposed sizing has been developed to accommodate anticipated data volume and workload growth over a five-year horizon, ensuring that the solution remains performant, scalable, and aligned with future business requirements throughout its operational lifecycle.

Annexure – G

While the sizing represents the target-state infrastructure required to support projected demand, initial deployments may be provisioned at approximately 50% of the specified CPU and memory capacity, with resources expanded incrementally approximately 12.5 % annually in line with actual utilization and growth trends.

These specifications represent the minimum recommended target-state configuration. Bidders are expected to validate the proposed sizing and, where necessary, modify the configuration to meet the defined service levels, high-availability requirements, redundancy standards, and long-term scalability objectives of the solution. Non-production systems may be required from initial phases of project whereas Production system and DR will be required approximately after 6 months of non-production systems deployment.

Bidders shall propose hardware that complies with all applicable Original Equipment Manufacturer (OEM) requirements and is fully supported for the proposed solution across the Non-Production, Production, and Disaster Recovery environments.

Annexure – G

Non-Production Systems — Proposed System Sizing						
Sr.	**Server Name**	**OS Disk (GB)**	**Storage (GB)**	**Total Disk (GB)**	**CPU Cores**	**RAM (GB)**
1	Development Application and Database	300	1200	1500	16	256
2	Quality Assurance System Application and Database	300	2200	2500	16	256
3	Content Server DEV/QA	300	500	800	16	48
4	IT Service & Operations Management System	200	1700	1900	16	256
5	Sandbox Application and Database	300	1700	2000	16	256
6	Middleware Connectivity / Reverse Proxy System	300	—	300	8	32
	TOTAL			**9000**	**88**	**1104**

Production Systems — Proposed System Sizing						
Sr.	**Server Name**	**OS Disk (GB)**	**Storage (GB)**	**Total Disk (GB)**	**CPU Cores**	**RAM (GB)**
1	Primary Application Server — Production	300	200	500	16	32
2	Additional Application Server — Production (Failover)	300	200	500	16	32
3	Primary Database System	200	2000	2200	48	512
4	High Availability Database System	200	2000	2200	48	512
5	Pre-Production Server	500	2200	2700	32	384
6	Content Server — Production	300	1500	1800	16	60
7	IT Service & Operations Management System	200	2200	2400	16	256
8	Middleware Connectivity / Reverse Proxy System	200	200	400	16	32
	TOTAL			**12700**	**208**	**1820**

Annexure – G

DR Systems — Proposed System Sizing						
Sr.	**Server Name**	**OS Disk (GB)**	**Storage (GB)**	**Total Disk (GB)**	**CPU Cores**	**RAM (GB)**
1	Development DR Server Application and DB	300	1000	1300	16	256
2	Production DR Server Application and DB	300	2200	2500	32	320
3	Content Server — DR	300	1500	1800	16	60
4	Middleware Connectivity / Reverse Proxy System — DR	200	200	400	16	16
	TOTAL			**6000**	**80**	**652**

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

LIST OF APPROVED BANKS FOR BID SECURITY & PERFORMANCE GUARANTEE

S. NO.	NAME OF BANK
Public Sector Banks	
1	National Bank of Pakistan
2	Sindh Bank Limited
3	The Bank of Punjab
Private Sector Banks	
4	Allied Bank Limited
5	Askari Bank Limited
6	Bank Al-Habib
7	Faysal Bank Limited
8	Habib Bank Limited
9	Habib Metropolitan Bank Limited
10	JS Bank Limited
11	MCB Bank Limited
12	Samba Bank Limited
13	Soneri Bank Limited
14	Standard Chartered Bank (Pakistan) Limited
15	United Bank Limited
16	Industrial & Commercial Bank of China Limited
Islamic Banks	
17	Al-Baraka Bank (Pakistan) Limited
18	Bank Islami Pakistan Limited
19	Dubai Islamic Bank (Pakistan) Limited
20	Meezan Bank Limited

Additional Special Conditions of Contract (SCC)

(This section contains generic / sample conditions of contract. Actual conditions of contract may vary at the time of signing of contract with most advantageous bidder)

(The following specific data for the goods (and allied services) to be procured shall complement, supplement or amend the provisions in the GCC or SCC above. Whenever there is a conflict, the provisions herein shall prevail over GCC and SCC above)

Annexure - I

SCC Clause Number	GCC Clause Number	Amendments of, and Supplements to, Clauses in the GCC
Definitions (GCC 1)		
A1	**GCC 1**	"Procuring Agency" means the 'Pakistan Civil Aviation Authority'. "Service Provider" means the bidder whose bid have been accepted for the subject procurement. "Software" means the Software product developed by OEM for the purpose of Enterprise Resource Planning "Implementation" means the configuration of Application software or parts thereof and its practical application by all departments as set forth in the Contract, scope of work or any part of this Contract. "Customization" refers to any modification or addition only of or to the standard Program or Database, forms, and tables of ERP, Report, Workflow, Interface, Form or software development or any changes that would modify and/or enhance the nature of the user interface will also be considered as a customization. "Non-compliance" means any deviation from the processes/requirements as defined in the Business Process Design Document of the Project and Scope of Work. "Bugs" means any defect found in the software that is attributable to OEM Software. "Convenience" means all reasons that do not fall within the definition of Force Majeure. "Go Live" of the system would mean when the Service Provider consultants has satisfactorily completed ERP system fitment testing, in writing, as per agreed scope of works (and/or Final Blueprint signed off by PA) and deliverables and Procuring Agency has successfully completed and certified in writing the completion of User Acceptance Testing of the OEM ERP system, notifying that ERP system is ready to accept live business operations. "Delays" means, any non-action from either side in performing its obligations counted in units of number days that have an adverse impact on the overall project schedule, affecting the end deadline as per agreed project plan will be a benchmark for determining the delay. "Error" would mean any configuration issue problem related to the work of Service Provider
Effectiveness of Contract:		

A2	GCC 7	The Contract shall be effective from the date of signature of the Contract by both parties.
Commencement of Services		
A3	GCC 8	The Service Provider shall provide Non-Consultancy Services from the effective date of Contract.
Starting Date / Expiration Date		
A5	GCC 10	The Time period shall be _____
Modifications (Supplement to GCC)		
A6	GCC 12	**CHANGE IN SCOPE OF SERVICES AND CHANGE ORDERS** 1. In case any change is required to be made in the scope of the Services, either Party may make a request ("Change Request") in writing to the other Party to change the scope of the Work as outlined in **Annex B** and details of submitted technical proposal. Such Change Request shall include a description of the requested change, an assessment of its impact upon all aspects of the existing Services, the delivery schedule and a proposed plan for implementation of the change. 2. Upon receiving a Change Request, the receiving Party shall have a maximum fourteen (14) days in which to EITHER respond in writing accepting the change, or rejecting the change (giving written reasons for such rejection), OR to request negotiations with the requesting Party regarding the change. 3. Each Party shall use its best endeavors to reach to a Contract in any such negotiations. 4. If there is any change in the Services agreed between the Parties pursuant to a Change Request, then such changes in the scope of the Work and other terms of this Contract including the delivery schedule hereunder shall forthwith be documented in a written Contract supplemental to this Contract.
Program Schedule		
A7	GCC 9	The Project Plan shall address the following subject**:** *[for example, specify:* ***(a) Project Organization and Management Plan;*** ***(b) Delivery and Installation Plan*** ***(c) Training Plan*** ***(d) Pre-commissioning and Operational Acceptance Testing Plan*** ***(e) Warranty Service Plan*** ***(f) Task, Time, and Resource Schedules***

		(g) Post-Warranty Service Plan ***(h) Technical Support Plan (if applicable)*** ***(i) etc.***
		Within ***fifteen (15)*** days from the Effective Date of the Contract, the Service Provider shall present a Project Plan to the Procuring Agency. The Procuring Agency shall, within ***fifteen (15)]*** days of receipt of the Project Plan, notify the Service Provider of any respects in which it considers that the Project Plan does not adequately ensure that the proposed program of work, proposed methods, and/or proposed Information Technologies will satisfy the Technical Requirements and/or the SCC. The Service Provider shall, within ***five (5)*** days of receipt of such notification, correct the Project Plan and resubmit to the Procuring Agency. The Procuring Agency shall, within ***five (5)*** days of resubmission of the Project Plan, notify the Service Provider of any remaining non-conformities. This procedure shall be repeated as necessary until the Project Plan is free from non- conformities. When the Project Plan is free from non-conformities, the Service Provider shall provide confirmation in writing to the Procuring Agency. This approved Project Plan ("the Agreed and Finalized Project Plan") shall be contractually binding on the Procuring Agency and the Service Provider.
		The Service Provider shall submit to the Procuring Agency the following reports: *(a) Monthly progress reports, summarizing:* *(i) results accomplished during the prior period;* *(ii) cumulative deviations to date from schedule of progress milestones as specified in the Agreed and Finalized Project Plan;* *(iii) corrective actions to be taken to return to planned schedule of progress; proposed revisions to planned schedule;* *(iv) other issues and outstanding problems; proposed actions to be taken;* *(v) resources that the Service Provider expects to be provided by the Procuring Agency and/or actions to be taken by the Procuring Agency in the next reporting period;* *(vi) other issues or potential problems the Service Provider foresees that could impact on project progress and/or effectiveness.*
Obligation of the Service Provider		
A8	15	**Standard of Performance** 1. Service Provider will render the Services and deliver the deliverables to Procuring Agency as per the delivery schedule as set out in this Contract, based on the business requirements of Procuring Agency as shared and will be elaborated in greater detail during the Business blueprint phase of the project and as per scope defined in ***Annexure B.*** 2. In case, Service Provider foresees any delay in rendering of the implementation Services or delivery of the deliverable (as appended in the implementation services scope ***Annexure B***,), as attached with this Contract, for any reason whatsoever, Service Provider shall promptly

		inform Procuring Agency about the reasons for such delay. 3. Any bugs of software determined by Procuring Agency will be notified to Service Provider and Service Provider will coordinate and seek required support for prompt resolution by Service Provider product specialists and OEM of ERP. 4. Service Provider shall apply all measures necessary to ensure the deliverable are fit and compliant with Procuring Agency business requirements as elaborated, and only after the document approval by Procuring Agency Project Director, the deliverable shall be released to Procuring Agency for acceptance testing. Service Provider shall remain responsible to the fitment and quality of deliverables up to handing over the system administratively along with the complete passwords and backend access of the system which may include in part or in its entirety of system landscape to Procuring Agency. 5. The configurations/ customizing/ enhancements/ development of and in the OEM's ERP product to enable complete compliance with Procuring Agency business requirements as set out in this Contract's scope of work and as will be more elaborated during the Business Blueprint phase of the project, is complete responsibility of Service Provider and constitute as part of deliverables. For avoidance of any doubt, it is clarified that the scope of the project and any customizations / enhancements / developments under any and all circumstances are limited to the OEM ERP modules mentioned in Bill of Materials. As part of this Contract Service Provider will only be responsible to develop the agreed Customizations per entity as Price Schedule (i.e. Workflows, Reports, Enhancements, Integrations and Forms excluding dashboards). 6. Service Provider does not undertake to perform any obligation of Procuring Agency, whether regulatory or contractual, or to assume any responsibility for Procuring Agency's business or operations. 7. Service Provider shall remain accountable to deliver all agreed deliverables to Procuring Agency, ensuring complete satisfaction of Procuring Agency business process owners on the deliverables and receive written acceptance on each deliverable item delivered. Procuring Agency shall provide feedback within 5 working days of submission of the routine deliverables (Minutes of Meetings, feedback on customizations, Master Data Templates etc.), after which time the deliverable will be deemed accepted by Procuring Agency. Date for submission of major deliverables/milestones (Business Blueprint) will be taken from Procuring Agency, after required workshops, discussions and presentations by Service Provider to process owners has been done. This shall not exceed 10 days, excluding gazette holidays, from the date of final submission of document, after which time the document shall be deemed accepted. 8. Service Provider personnel physically located at Procuring Agency's facilities shall comply with all the workplace, ethics, standards and policies applicable to Procuring Agency's employees of which Procuring Agency will apprise the Service Provider in writing. 9. Service Provider will be responsible to provide a qualified team of Consultants to perform the Services. In case of replacements of any

		Consultant for any reason, the replacement Consultant should have equivalent qualifications subject to Procuring Agency's approval. The Service Provider deployed functional team would work 100% for Procuring Agency and no sharing of resources will be allowed. 10. Service Provider shall ensure that the deployed personnel shall render the Services under the direction of Service Provider Project Manager and Procuring Agency Project Director in accordance with the highest standards of reliability and skill appropriate to such services. 11. Procuring Agency shall ensure that its nominated personnel for the project have expert level process insight of their respective domains, and shall render the Services under the direction of respective Business Process Owners, Service Provider Project Manager and Procuring Agency Project Director in accordance with the highest standards of reliability and skill appropriate to such services. 12. In event, any deliverables are marked as non-go-live-critical and their delivery is agreed and scheduled after the project go live with an agreed delivery time frame, Service Provider shall remain accountable for complete delivery of all such non-go-live-critical agreed deliverables within the agreed time frame after go live. In such a scenario, a partial payment may be mutually agreed between Procuring Agency and Service Provider. All the agreed (Reports, Forms, Enhancements, Integrations and Workflows) items and business requirements shall be documented and locked within Business Blueprint Phase. Service Provider will remain responsible to correct any non-compliances to the business blueprint as will be documented and shared by Procuring Agency as part of system testing/ UAT. UAT scripts will be prepared by Service Provider and shared with Procuring Agency project team within 5 working days before this testing starts. 13. Service Provider will not move from one milestone to the next until written acceptance is received from Procuring Agency on the milestone completion. 14. The Parties will inform the other party the names & profiles of the nominated (power users / consultants) for deployment on the project team for the entire tenure of the project. 15. During the course of implementation services execution, Service Provider/Procuring Agency will not replace or change any deputed Personnel; unless **a.** Requested by Procuring Agency/Service Provider, arising out of the non- Satisfactory services rendering; **b.** Force Majeure; **c.** Resignation of services from Service Provider/Procuring Agency; and **d.** Termination of services by Service Provider/Procuring Agency. In such case, Service Provider/Procuring Agency will provide replacement within fifteen (15) work days' time. Until the replacement is done, the affected resource will remain active on the project. Service Provider shall ensure that the performance of the Services will not be materially affected by changes in the identity of the Personnel performing the Services.

		PROJECT MANAGEMENT 16. Service Provider will nominate the Consultants who will be assigned to perform the Implementation Services and at the same time; Procuring Agency will also nominate their Project Team members who will be participating and coordinating with Service Provider in this project. Although each Party agrees to minimize the turnover of its personnel to be assigned to the project, it is agreed that each Party shall give written notice to the other Party of any changes in personnel assigned to perform the Services. 17. Procuring Agency Project Management has the right to request the replacement of Service Provider member in case a lack of experience or below par performance is noted during the implementation phase of project life cycle. Service Provider shall act within the given period with the needed actions for resource replacement and ensuring the handover between the resources. 18. The project success is based on the fact that Service Provider and Procuring Agency maintain positive and can-do approach to all project tasks and associated assigned responsibilities, find practical solutions to pressing issues, remain committed and agile throughout the engagement having clear focus on business enablement and digitization of processes. 19. The project completion on time is dependent on the commitment, timely delivery of assigned deliverables ensuring quality and fitment to use, and ensuring Procuring Agency feedback remains in loop during the Business Blueprint, Training and User Acceptance Testing phases. 20. Project status meetings shall be held every Monday, attended by business process owners and consulting track leads, along with project management team. 21. Project steering committee meetings shall be held bi-monthly, sharing progress and to seek decisions on unresolved issues and shall be attended by Project Sponsors of Procuring Agency.
Liquidated Damages (GCC 20)		
A9	GCC 20	**Liquidated Damages for Delay** **1. Applicability** In the event the Service Provider fails to achieve any **Key Deliverable, Milestone or Sub-Milestone** within the respective contractual timeline specified in the **Project Plan and Annexure-E (Key Deliverables and Timelines)**, the Service Provider shall be liable to pay **Liquidated Damages (LDs)** for the delay, subject to the terms and conditions of the Contract. **2. Grace Period** A grace period of **ten (10) calendar days** shall be allowed for each applicable Key Deliverable, Milestone or Sub-Milestone. No Liquidated Damages shall be imposed for delays falling within this grace period. Where the delay exceeds the said grace period, Liquidated Damages shall be calculated from the **day immediately following expiry of the grace period** until the actual date of completion/acceptance of the relevant Deliverable, Milestone or Sub-Milestone.

3. Rate of Liquidated Damages
Where the Service Provider fails to timely achieve a Key Deliverable, Milestone or Sub-Milestone within the stipulated contractual timeline, **Liquidated Damages at the rate of two percent (2%) per week or part thereof of the amount attributable to the delayed payment milestone/sub-milestone** shall be imposed for the period of delay, after expiry of the applicable grace period.

4. Recovery of Liquidated Damages
The Procuring Agency shall be entitled to recover the applicable Liquidated Damages from any amount **due or becoming due to the Service Provider** under the Contract and/or, where necessary, by encashment or adjustment against the **Performance Security**, without prejudice to any other rights and remedies available to the Procuring Agency under the Contract and applicable law.

5. Delays Attributable to the Procuring Agency
Any delay arising directly and demonstrably from an act or omission of the Procuring Agency, or from any event for which the Procuring Agency is contractually responsible, shall **not be taken into account in determining the period of delay for the purpose of Liquidated Damages**, provided that the Service Provider has promptly notified the Procuring Agency in writing of such delay and its likely impact on the Project Plan and has taken all reasonable measures to mitigate its effects.

6. Maximum Liability
The aggregate amount of Liquidated Damages recoverable from the Service Provider under the Contract shall **not exceed the total amount of the Performance Security**, unless otherwise expressly provided in the Contract or permitted under applicable law.

7. No Waiver
The imposition or recovery of Liquidated Damages shall not relieve the Service Provider of its obligation to complete the delayed Deliverable, Milestone or Sub-Milestone and fulfil all other contractual obligations.

Removal and / or replacement of Personnel

A10	GCC 24	1. The replacement consultant of each module shall be interviewed by Project Director and assess the capability and to ascertain the business knowledge and requirements. The Offered replacement must be more qualified and possess relevant and proven experience.

Terms and Conditions of the Payment

A11 — GCC 28

	Milestones	Payment
1	License / Subscriptions and AMC *Payment for ERP Software Licenses shall be made upon activation of the respective software licenses, 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.*	**100%**
2	Implementation Services as per Scope of Work **Milestone** / **Payment** **Enterprise Systems Transformation- On premise ERP** — 82% **Talent Management- Performance** — 3% **Analytics** — 8% **Business Process Re-engineering** — 3% **PCAA Mobile Application (Web-App & Mobile)** — 4%	**100%**
3	Hosting and Managed Services *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),*	**100%**

				*verification of service performance and certification by the Procuring Agency. The maximum hosting period shall be **thirty-six (36) months**, unless terminated earlier in accordance with the Contract.*	
Taxes and Duties (GCC 13)					
A12	13.	The Contract Price shall include all applicable taxes within Pakistan excluding Provincial Sales Taxes on Services as the Procuring Agency is exempted from levy of such tax.			
Termination					
A13	GCC 14	**TERM AND TERMINATION** 1. The term ("Term") of this Contract will begin from the date of signing and will end after the expiry of 03 months Post Implementation Support. The planned timeframe for the project is 24 calendar months including 03 Months post implementation support. The term of the Contract may be extended through mutual consent as may be required by the Parties. 2. Either party may terminate this Contract based on the following: a. If either Party materially breaches this Contract, the other Party may give written notice of its desire to terminate this Contract and the specific grounds for such termination and, if a breach which is capable of remedy is not so remedied within thirty (30) days of such a notice, the other Party may terminate this Contract immediately upon written notice of its desire to terminate. b. Either Party shall be entitled to terminate this Contract forthwith in the event of the other Party: i. going into compulsory or voluntary liquidation or winding up; or ii. assigning its property and/or assets for the benefit of its creditors materially affecting its abilities to perform this Contract; **CONSEQUENCES OF TERMINATION** 3. Upon termination of this Contract, Procuring Agency will be entitled to a copy of the deliverables to the extent completed by Service Provider up to the date of termination in the form in which the same exists at that time and the payments are settled in favor of Service Provider by Procuring Agency, after due adjustments up to completed tasks (in case of disagreement process of arbitration will be applied). 4. All material containing any Information acquired and/ or collected as part of engagement at Procuring Agency project, or having received such information during the course of this Contract shall be returned to the Party disclosing such information or at the request of the Party disclosing such information be deleted or destroyed by the receiving Party who shall certify such deletion/ destruction thereof up to the satisfaction of disclosing party.			
Copy Rights (GCC 14)					
A14	14.3	The Procuring Agency may assign, license, or otherwise voluntarily transfer its Contractual rights to use the Standard Software or elements of the Standard Software, without the Service Provider's prior written consent, under the following circumstances: *[state: **"none**," or else specify: **circumstances]***			

A15	14.4	The Procuring Agency and Service Provider's rights and obligations with respect to Custom Software or elements of the Custom Software are as follows *[state: **"not applicable"** if Custom Software is not part of the System; otherwise, specify: **items, rights, obligations, restrictions, exceptions, and provisos]**.* The Procuring Agency and Service Provider's rights and obligations with respect to Custom Materials or elements of the Custom Materials are as follows *[state: **"not applicable"** if Custom Materials are not part of the System; otherwise, specify: **items, rights, obligations, restrictions, exceptions, and provisos]**.*
A16	14.5	If not applicable, state: **"No software escrow Contract is required for the execution of the Contract;"** otherwise, specify: **maximum number of days during which a separate escrow Contract must be agreed upon with a reputable escrow agent and any specific rights and obligations that the Procuring agency wishes to establish in advance.**
A17	14.6	**Intellectual Property Rights and Source Code:** The custom-developed mobile application, including all source code, object code, software components, configurations, customizations, technical documentation, databases, interfaces, and other materials specifically developed for the Procuring Agency under this Contract, shall be the **exclusive intellectual property of the Procuring Agency**. The Service Provider shall provide the Procuring Agency with the **complete and unrestricted source code**, together with all associated technical documentation and development materials, upon completion of the relevant development and implementation activities. The Service Provider shall not, without the prior written consent of the Procuring Agency, **use, reproduce, modify, distribute, license, commercialize, disclose, or deploy the custom-developed application or any substantially similar derivative thereof for any third party or for any purpose other than performance of this Contract**.
Software License Contracts (GCC 15)		
A18	15	The Standard Software license shall be valid *[state: **"throughout the territory of the Procuring Agency's Country;"*** Use of the software shall be subject to the following additional restrictions *[state: **"none"** or specify: **restrictions]**.* The Software license shall permit the Software to be used or copied for use or transferred to a replacement computer *[state: **"provided the replacement computer falls within approximately the same class of machine and maintains approximately the same number of users, if a multi-user machine;"** or specify: **other necessary and appropriate restrictions on the replacement computer**].* The Software license shall permit the Software to be disclosed to and reproduced for use (including a valid sublicense) by *[state: **"support service suppliers or their sub Contractors, exclusively for such suppliers or sub Contractors in the performance of their support service Contracts;"** or specify: **other necessary and appropriate support entities and terms**],* subject to the same restrictions set forth in

		this Contract. The proposed software may be validated by Procuring Agency time to time, the material differences/defects shall be communicated to the Service Provider for rectification. The Service Provider is bound to rectify/remove the anomalies to the satisfaction of the Procuring Agency.
Confidential Information (GCC 16)		
A19	16	The Service Provider shall execute a non-disclosure Contract (**NDA**) attached as Annex- G NDA
Documents		
A20		The Service Provider shall provide to the Procuring Agency documents as specified, if applicable.
Products Upgrade		
Inspections and Tests (GCC 29) / Quality Control Identifying Defects GCC 29)		
A21		**INSPECTION AND TESTING (UAT Phase)** 1. UAT shall be considered complete upon successfully meeting the testing criteria set forth for the respective test case. 2. Procuring Agency under supervision of Service Provider shall conduct testing of business processes, developments/ customizations and financial authorization control during UAT phase. **FINAL ACCEPTANCE CERTIFICATE:** The Final Acceptance Certificate (FAC) will be issued upon completion of agreed Post Implementation Support period and providing a certificate of completion by respective Project Director of Procuring Agency. For avoidance of any doubt, within 10 days of the request for the issuance of FAC, Procuring Agency shall either issue the FAC or give written list of open defects preventing such issuance. Upon delivery of these open items, FAC will be issued. In case Procuring Agency doesn't issue the FAC or list of open defects within 15 working days of request for FAC, the project shall be considered complete.
Defect Liability Period (GCC 30)		
A22	GCC 30	For Software, exceptions or limitations to the Service Provider's warranty obligations shall be *"None".* The Warranty Period shall begin from the date of successful Go-Live of the System or Subsystem and extend for ***twelve (12) months.*** During the Warranty Period, the Service Provider must commence the work necessary to remedy defects or damage. The Service Provider shall deploy appropriately qualified technical personnel to the designated PCAA location.

Insurance (GCC Clause 17)		
A23	GCC 17	The Insurance is not applicable to the Project.
Notices (GCC Clause 4)		
A24	GCC 4	Procuring Agency's address for notice purposes: **Pakistan Civil Aviation Authority** **Additional Director IT,** **Pakistan Civil Aviation Authority,** B-6, KDA Scheme-1, Karsaz, PO Box # 74200, Karachi, **Pakistan**. Service Provider's address for notice purposes:
Related Services		
A25		Related services to be provided as per the Scope of Work.
A26		**NON-WAIVER:** 1. No provision of this Contract may be waived or changed except in writing signed by the Party against whom such waiver or change is sought to be enforced. No delay on the part of either Party in exercising any right or remedy under this Contract shall operate as a waiver thereof, nor shall any single or partial exercise of any right or remedy under this Contract preclude any other or further exercise of such right or remedy. Failure of either Party to enforce compliance with any term, provision or condition of this Contract shall not constitute a waiver of such term or condition, and shall not constitute a precedent. The waiver of one breach hereunder shall not constitute the waiver of any other or subsequent breach. 2. The failure by either Party to insist upon strict performance of any of the provisions contained in this Contract shall in no way constitute a waiver of its rights as set forth in this Contract, at law or in equity, or a waiver of any other provisions or subsequent default by the other Party in the performance of or compliance with any of the terms and conditions set forth in this Contract.
A27		**ENFORCEABILITY** If any provision of this Contract is held to be unenforceable, such provision shall not affect the validity or enforceability of the remaining provisions. If any provision of this Contract, or portion thereof, shall be declared invalid or unenforceable such provision shall be enforced to the maximum extent permitted by law and the remaining provisions shall nevertheless remain in full force and effect.
A28		**ASSIGNMENT** 1. Service Provider may transfer or assign this Contract or the rights granted hereunder to any successor upon the event of the sale or a merger of Service Provider with another entity or to a purchaser of all or

		substantially all of Service Provider assets with the assignee becoming Service Provider for all purposes under this Contract. 2. Except as provided herein, no Party may assign, sublease, extend or transfer, in whole or in part, this Contract or any of its rights and duties under this Contract without the express, prior written consent of the other Party. Any assignment in violation of this paragraph shall be void and of no effect. This Contract shall be binding upon and inure to the benefit of the Parties and their successors and permitted assigns.
A29		**LIMITATION OF LIABILITY** 1. In no event, either Party shall be liable to the other for any special, indirect, incidental, punitive, contingent or consequential loss or damage suffered by the other Party, including but not limited to a loss of use, data, business, anticipated savings, profit, reputation, goodwill or revenue, arising out of or in connection with this Contract, whether as a result of a breach of this Contract or otherwise and whether such liability arises from any claim based upon Contract, warranty, tort, product liability or otherwise, and whether or not such Party has been advised of the possibility of such loss or damage except where such loss or damage has been the result of gross negligence, fraudulent and/or willful acts of either Party. 2. Where the Service Provider is in default of the due performance of any Services, the Service Provider shall, upon receipt of written notice from the Procuring Agency, promptly remedy such default at its own cost and within a reasonable period specified in the notice. Subject to the Service Provider remedying the default within the prescribed period, the Service Provider shall have no further liability to the Procuring Agency in respect of that particular default.
A30		**INDEMNIFICATION** 1. Procuring Agency shall indemnify and keep indemnified Service Provider in full on demand from and against all loss, claims, demands, liabilities and expenses arising directly or indirectly out of any claim by a third Party that any information, data, copyright work, material, software, hardware or methodologies provided by Procuring Agency to Service Provider for use in rendering of the Services, or incorporated at Procuring Agency's request into the deliverables or any part thereof, or otherwise used in developing the deliverables or in the rendering of the Services at the request of Procuring Agency, infringes any rights of such third Party, PROVIDED THAT Service Provider shall promptly notify Procuring Agency in writing of any allegations of infringement of which it has notice and will not make any admissions without Procuring Agency's prior written consent. 2. Both Parties agree to defend or settle, any and all suits, proceedings and claims for (i) infringement or alleged infringement of any rights in and to patents, trademarks (registered or unregistered), service marks, design rights, copyright, rights to extract or re-utilize data from a database or other database rights, registered designs, applications extensions or renewals for any of the foregoing, know-how, confidential information and any other industrial or commercial property right whatsoever, (collectively referred to as "Rights") of any third Party arising out of use by either party of the Services rendered by Service Provider pursuant to or in connection with this Contract during the term of this Contract.
A31		**POST IMPLEMENTATION SUPPORT** 1. Service Provider shall provide post-implementation support services

		to Procuring Agency in accordance with relevant clauses of this contract with reasonable care and skill after the completion of implementation and Go Live.
A32		**SUPPORT SERVICES** During post go live implementation support period, the Service Provider shall provide Help Desk Services for reporting errors and malfunctions and for trouble shooting problems. Service Provider's Help Desk Services shall be web-based and/or by telephone lines and/or via e-mail. On-Site support will also be required as may require. Service Provider must provide One Month Post Live Support and after the Post Go-Live Period, one resource as Resident Engineer shall be included in the annual maintenance/support cost. Service Provider's Help Desk Services shall include, but are not limited to, the following services: i. Assistance related to questions on the use of the software solution; ii. Assistance in identifying and determining the causes of suspected errors or malfunctions in the software solution; iii. Advice on detours or workarounds for identified errors or malfunctions, where reasonably available; iv. Information on errors previously identified by Procuring Agency and reported to Service Provider and detours to these where available; v. Help desk operations - Initial Response, Immediate telephonic response and support for usage related and other minor problems. Dial-in support for handling, minor bug fix. vi. Onsite support - On-site support for hand holding the users, database recovery and data synchronization after crash, performance tuning, bug fix, update for all critical functions. vii. OEM support – Ensuring the ERP Solution OEM services for system performance, performance tuning, upgrades etc. viii. Documentation - upgrade the Documentation system on any new releases and provide any updates of technical and functional manual

Annexure - I

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Annexure - J

SPECIMEN NON-DISCLOSURE AGREEMENT (NDA)

This Non-Disclosure Agreement ("Agreement") is entered into by and between (Firm) (hereinafter called the "Firm" which expression shall include the successor, legal representatives and permitted assigns) and Pakistan Civil Aviation Authority (hereinafter called the "PCAA" which expression shall include the successor, legal representatives and permitted assigns), effective as of the date of latest execution below ("Effective Date").

WHEREAS, as part of scope/execution of awarded work, the PCAA (disclosing party) shall provide financial, accounting and other proprietary information to Firm (Recipient); and

WHEREAS, the parties mutually desire to set forth the terms and conditions of their agreement for maintaining the confidentiality of such information and certain related matters;

NOW, THEREFORE, in consideration of the foregoing and the agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

1. "Confidential Information" as used in this Agreement shall include all information provided by Disclosing Party to Recipient, except as noted herein, whether in oral, written, electronic, graphic, or other format, including without limitation:(a) Disclosing Party's financial and accounting information; (b) Information regarding Disclosing Party's, or such party's corporate affiliates', financial condition or performance, business operations, plans, strategies or techniques, know how, products or services ; (c) any information that is marked "confidential," "proprietary," or with like words, or that is summarized in writing as being confidential prior to or promptly after disclosure to the other party.
2. Additionally, the parties agree that "Confidential Information" shall also include (a) the existence of this Agreement; (b) the fact that the Confidential Information exists or has been, or may be, made available to Recipient; (c) the identity of the parties involved in the Transaction, including without limitation the parties hereto, and the fact that either party hereto is considering or evaluating the Transaction; (d) the fact that discussions or negotiations are taking or have taken place concerning the Transaction, including those discussions or negotiations pertaining to this Agreement; and (e) any term, condition or other facts relating to the Transaction or such discussions or negotiations, including without limitation the status thereof.
3. Confidential Information shall not include information which: (a) is or becomes generally available to the public other than as a result of disclosure by Recipient in violation of this Agreement; (b) was available to or already known by Recipient on a non-confidential basis prior to its disclosure by Disclosing Party; (c) is developed by Recipient independently of any information acquired from Disclosing Party; or (d) becomes available to Recipient on a non-confidential basis from a source other than Disclosing Party, provided that Recipient does not know that such source is be bound by confidentiality obligations to Disclosing Party.

4. Each party agrees to exercise reasonable care to protect and prevent unauthorized disclosure of the other party's Confidential Information. Recipient may disclose Disclosing Party's Confidential Information to any of its affiliates, officers, directors, employees, agents or representatives (collectively "Agents") who have a need to know such information in connection with the Transaction, provided that Recipient advises each such Agent of the requirements to maintain the confidential nature of the Confidential Information. Except as expressly authorized in writing by Disclosing Party, Recipient of such Confidential Information will not, and will not permit any of its Agents to, directly or indirectly, (a) report, publish, distribute, disclose, or otherwise disseminate the Confidential Information, or any portion thereof, to any third party or (b) use the other party's Confidential Information, or any portion thereof, for its own benefit or for the benefit of any of its Agents or any third party for any purpose (except as necessary for purposes of participating in or supporting the Transaction). Recipient acknowledges and agrees that it will be responsible for any breach of this Agreement by any of its Agents and agrees, at Recipient's sole expense, to take reasonable measures to restrain Recipient's Agents from prohibited or unauthorized disclosure or use of the Confidential Information.
5. Nothing in this Agreement shall prevent disclosures pursuant to a court order, subpoena, or other requirement of any governmental or regulatory authority, provided that Recipient promptly notifies Disclosing Party in writing (to the extent legally permissible) of any such order or requirement and cooperates, at Disclosing Party's expense, in an effort to obtain a protective order from the issuing court or governmental or regulatory authority limiting disclosure and use of the information. If Disclosing Party does not timely obtain such protective order or if Disclosing Party consents to the Confidential Information being released, then Recipient may provide only the Confidential Information that is legally required to be disclosed.
6. Nothing in this Agreement precludes Recipient from disclosing any Confidential Information relating to Disclosing Party or the Transaction to the extent that the disclosure is made in any suit, action or proceeding (whether in law or in equity or pursuant to arbitration) involving the Transaction for the purpose of defending itself, reducing its liability or protecting or exercising any of its claims, rights, remedies or interests under or in connection with the Transaction.
7. The parties agree that impermissible disclosure or use of Confidential Information or other breach or violation of any of the provisions of this Agreement may cause irreparable harm to Disclosing Party and that remedies at law may be inadequate to protect against breach of this Agreement. The parties hereby agree in advance that Disclosing Party shall have the right, in addition to all other available remedies, to seek injunctive relief without proof of actual damages in order to prevent such acts, attempts and violations. Nothing herein shall prevent either party from competing in good faith for the business of any customer or customers, provided it does not use for such purpose any Confidential Information of the other party obtained in connection with the Transaction.
8. Each party understands and agrees that its access to and use of Confidential Information of the other party is at the sole control and discretion of such other party and that this Agreement does not establish any rights to continued access to or use of the Confidential Information furnished by the other party. Upon request of

Disclosing Party, Recipient shall return or destroy all Confidential Information of Disclosing Party which is in its possession or subject to its control, except for archival and backup copies that are not readily available for use and business records required by law to be retained, which Recipient will continue to treat as confidential pursuant to the terms of this Agreement. Additionally, upon request, such destruction of information shall be certified in writing to Disclosing Party by an authorized official of Recipient.

9. This Agreement shall inure to the benefit of, and shall be binding upon, the parties hereto and their respective legal representatives, successors and permitted assigns. This Agreement may not be assigned by either party without the prior written consent of the other.
10. It is understood and agreed that any failure or delay in exercising any right granted in this Agreement shall not operate as a waiver of the right, nor shall any single or partial exercise of any right preclude any other or further exercise of the right, or the exercise of any other right granted in this Agreement.
11. If any provision of this Agreement shall be finally determined to be invalid or unenforceable by any court of competent jurisdiction, such provision shall be deemed to be severed from this Agreement, but every other provision of this Agreement shall remain in full force and effect. With respect to any such provision so determined to be invalid or unenforceable, any court with jurisdiction over the parties and subject matter hereof shall have all necessary authority to rewrite such provision in order to provide for the enforceability thereof to the maximum extent permissible under law, and the parties hereto agree to abide by such court's determination.
12. The confidentiality obligations set out in this Agreement shall survive the termination of the business relationship between the parties and the termination of this Agreement.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have caused this Agreement to be executed, effective as of the Effective Date set forth above.

For and on behalf of firm	**For and on behalf of Pakistan Civil Aviation Authority PCAA**
Signatures: _____	Signatures: _____
Name:_____	Name: _____
Title: _____	Title: _____
Date:	

Historical Contract Non-Performance, and Pending Litigation and Litigation History

[The following table shall be filled in for the Applicant and for each member of a Joint Venture]

Applicant's Name: *[insert full name]*
Date: *[insert day, month, year]*
Joint Venture Member Name: *[insert full name]*
IFP No. and title: *[insert IFP number and title]*
Page *[insert page number]* of *[insert total number]* pages

☐ Not debarred due to deviation from commitment of Bid Securing Declaration-☐ Not debarred due to non-performance			
Year	**Non-performed portion of contract**	**Contract Identification**	**Total Contract Amount (current value, currency, exchange rate and PKR equivalent)**
[insert year]	*[insert amount and percentage]*	Contract Identification: *[indicate complete contract name/ number, and any other identification]* Name of Procuring Agency: *[insert full name]* Address of Procuring Agency: *[insert street/city/country]* Reason(s) for nonperformance: *[indicate main reason(s)]*	*[insert amount]*
Pending Litigation, in accordance with Section III, Qualification Criteria and Requirements			
☐ Pending litigation in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.3 as indicated below.			

Year of dispute	**Amount in dispute (currency)**	**Contract Identification**	**Total Contract Amount (currency), ~~US$~~ PKR Equivalent (exchange rate)**

[insert year]	*[insert amount]*	Contract Identification: [indicate complete contract name, number, and any other identification] Name of Procuring Agency: *[insert full name]* Address of Procuring Agency: *[insert street/city/country]* Matter in dispute: *[indicate main issues in dispute]* Party who initiated the dispute: *[indicate "Procuring Agency" or "Supplier"]* Status of dispute: *[Indicate if it is being treated by the Adjudicator, under Arbitration or being dealt with by the Judiciary]*	*[insert amount]*

☐ No consistent history of court/arbitral award decisions in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.4.

☐ Consistent history of court/arbitral award decisions in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.4 as indicated below.

Year of award	**Outcome as percentage of Net Worth**	**Contract Identification**	**Total Contract Amount (currency), PKR Equivalent (exchange rate)**
[insert year]	*[insert percentage]*	Contract Identification: [indicate complete contract name, number, and any other identification] Name of Procuring Agency: *[insert full name]* Address of Procuring Agency: *[insert street/city/country]* Matter in dispute: *[indicate main issues in dispute]* Party who initiated the dispute: *[indicate "Procuring Agency" or "Supplier"]* Court/ arbitral award decision: *[Indicate if the award decision was against the Applicant or any member of a joint venture.]y]*	*[insert amount]*