Expression of Interest

CONSULTANCY SERVICES FOR INSTITUTIONAL AND ACADEMIC TRANSFORMATION OF THE CIVIL AVIATION TRAINING INSTITUTE (CATI), HYDERABAD INTO THE NATIONAL AVIATION UNIVERSITY (NAU)
(Consultancy Services)

National

Single Stage-Two Envelope

November 24, 2026

Pakistan Airports Authority (Planning & Development Directorate),Director Planning & Development
Headquarters Pakistan Airports Authority, Terminal 1 Building, Jinnah International Airport, Karachi
Phone: +92-219-924-2773, Email: director.pdev@paa.gov.pk

Table of Contents

Instructions to Applicants 3

Pre-qualification Data Sheet 17

Prequalification Data Sheet (PDS) 18

Eligibility & Qualification Criteria 21

Evaluation Criteria 22

Scope of Work 24

Annexure 26

EOI Document 27

Letter of Application 27

Form A1 27

Form A2 27

Form A3 28

Form A4 28

Form A5 28

Form A6 29

Procurement Forms 30

Additional Forms and Documents 33

INVITATION FOR PRE-QUALIFICATION

PROCUREMENT OF CONSULTANCY SERVICES

1. The **Pakistan Airports Authority (Planning & Development Directorate)** has reserved Funds for the procurement planned for FY **2026-27**. The **Pakistan Airports Authority (Planning & Development Directorate)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**CONSULTANCY SERVICES FOR INSTITUTIONAL AND ACADEMIC TRANSFORMATION OF THE CIVIL AVIATION TRAINING INSTITUTE (CATI), HYDERABAD INTO THE NATIONAL AVIATION UNIVERSITY (NAU)**" with the reference of **"P211479"**

2. The **Pakistan Airports Authority (Planning & Development Directorate)** intends to pre-qualify consulting firms / consultants for subsequent issuance of Request for Proposals (RFP), and sign the contract agreement(s) with the selected consultant(s) following the selection process.

3. The objective of the intended pre-qualification is the provision of " **CONSULTANCY SERVICES FOR INSTITUTIONAL AND ACADEMIC TRANSFORMATION OF THE CIVIL AVIATION TRAINING INSTITUTE (CATI), HYDERABAD INTO THE NATIONAL AVIATION UNIVERSITY (NAU)** " through engagement of qualified consultants, and the purpose of this Pre-qualification Notice is to provide basic information to enable potential applicants to decide whether or not to respond to this Pre-qualification Notice.

4. Only the pre-qualified applicants shall be invited to participate in the Request for Proposals (RFP) process, and it is expected that the RFP will be issued to the Pre-qualified Applicants.

5. The pre-qualification process is open to all **National** Applicants subject to fulfilling the eligibility requirements mentioned in the respective Pre-qualification Documents. Interested Applicants may obtain further information from the Pakistan Airports Authority (Planning & Development Directorate) through **EPADS v2.0** during office hours. A complete set of Pre-qualification Documents may be accessed by interested Applicants through **EPADS v2.0** at **https://epads.gov.pk/opportunities/federal/procurements/211479**.

6. The application, prepared in accordance with the instructions in the Pre-qualification Documents, must be submitted through **EPADS v2.0** on or before **Monday, December 14, 2026 11:00 AM**. E-applications will be opened using **EPADS v2.0** on the same day at **Monday, December 14, 2026 11:30 AM**. Manual submission of applications shall not be entertained. Applicants who have not yet registered on the new version of **EPADS v2.0** may register themselves at **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 Rule 65 of Public Procurement Rules, 2026, a Grievance Redressal Committee (GRC) is notified for the subject procurement and the notification copy is available on the procuring agency's website and on Authority's website at (**www.ppra.org.pk**).

Pakistan Airports Authority (Planning & Development Directorate), Director Planning & Development
Headquarters Pakistan Airports Authority, Terminal 1 Building, Jinnah International Airport, Karachi
+92-219-924-2773
director.pdev@paa.gov.pk

Instructions to Applicants

A. General

B. Contents of the Prequalification Documents

Sections of Prequalifica¬tion Documents

1. **Scope of Application**

1.1. In connection with the "**Invitation for Prequalification**", the Procuring Agency, as defined in Section II (Prequalification Data Sheet abbreviated as PDS), issues this set of Prequalification Documents (PD) to prospective applicants (also hereinafter referred as Applicants) interested in submitting applications (also hereinafter referred as Applications) to determine the capacity and capability of the Applicant(s) for supply of Goods and Related Services incidental thereto as specified in Section VII (Schedule of Requirements).

2. **Source of Funds**

2.1. Source of funds is same as referred in Invitation for Pre-qualification.

3. **Fraud and Corruption**

3.1. The Procuring Agency requires that the Applicants /Bidders/ Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such agreements and contracts.

3.2. The Applicants/Bidders shall permit and shall cause their agents (whether declared or not), sub-contractors, sub-consultants, service providers, suppliers, and their personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any, Application/Bid submission, Secondary Procurement process, and to have them audited by auditors appointed by the Procuring Agency.

3.3. Any communications between the Applicant and the Procuring Agency related to matters of alleged corrupt and fraudulent practices must be made in writing or in electronic forms that provide record of the content of

communication.

3.4. Procuring Agency will reject an application or bid or proposal, if it is established that the Applicant or the Bidder or Prosper was engaged in corrupt and fraudulent practices in competing for the contract.

3.5. Procuring Agency will also declare the Applicant as blacklisted in accordance with rules and predefined standard mechanism.

4. **Eligible Applicants**

4.1. An Applicant may be a private entity, a state-owned enterprise or institution subject to ITB 4.6, or any combination of such entities in the form of a joint venture (JV) under an existing JV agreement or with the intent to enter into such an agreement supported by a letter of intent.
In case of single (private or state-owned entity), it shall be liable for execution of all the provisions of the Contract Agreement.
In the case of a joint venture, all members shall be jointly and severally liable for the execution of all the provisions of the Contract Agreement (if signed b/w the Procuring Agency and the JV), in accordance with the Contract conditions that apply.
The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Prequalification process, Bidding process (in the event the prequalified JV submits a Bid) and during the period of contract agreement and contract execution (in the event the JV is awarded the Contract). Unless specified in the PDS, there is no limit on the number of members in a JV.

4.2. An Applicant may apply for Prequalification both individually, and as part of a joint venture, or participate as a subcontractor. If prequalified as a JV only, it will not be permitted to bid for the same contract as an individual entity. Bids submitted in violation of this provision will be rejected.

4.3. An Applicant and any of its affiliates (that directly or indirectly control, are controlled by or are under common control with that entity) may submit its Application for Prequalification either individually, as joint venture or as a sub-contractor among them for the same contract. However, if prequalified only one prequalified Applicant will be allowed to bid for the same contract.

All Bids submitted in violation of this provision will be rejected.

4.4. Applicants shall be considered to have a conflict of interest, if they participated as a consultant in the preparation of the design or technical specifications or have been hired or proposed to be hired by the Procuring Agency for execution of subsequent Contract Agreement. In addition, Applicants may be considered to have a conflict of interest if they have a close business or family relationship with such professional staff of the Procuring Agency (or a recipient of a part of the funds) who:

4.4.1. are directly or indirectly involved in the preparation of the Prequalification Documents or Bidding Documents or specifications of Contract and/or the Prequalification or Bid evaluation process of such Contract; or

4.4.2. would be involved in the implementation or supervision of such Agreement t, unless the conflict stemming from such relationship has been resolved throughout the Procurement Process, Bidding.

4.5. An Applicant that has been declared debarred or blacklisted shall be ineligible to be prequalified to bid for such period of time and for such type of procurement for which he has been declared debarred or blacklisted. The list of debarred firms and individuals is available at PPRA's website.

4.6. An Applicant shall provide such documentary evidence for determining the eligibility of the Applicant to the reasonable satisfaction of the Procuring Agency.

5. **Eligibility (in terms of Nationality)**

5.1. Applicants may be ineligible if they are nationals of ineligible countries as indicated in Section V.

B. Contents of the Prequalification Documents

6. **Sections of Prequalification Documents**

6.1. This set of Prequalification Documents consists of Parts 1 and 2 which comprise all the sections indicated below, and which should be read in conjunction with any Addendum issued in accordance with ITA 8.

PART 1 Prequalification Procedures PART 2 Supply Requirements

6.2. Section I - Instructions to Applicants (ITA)

6.3. Section II - Prequalification Data Sheet (PDS)

6.4. Section III - Qualification Criteria and Requirements

6.5. Section IV - Application Forms

6.6. Section V - Eligible Countries

6.7. Section VI - Fraud and Corruption

6.8. Section VII – Schedule of Requirements

6.9. The Procuring Agency accepts no responsibility for the completeness of the Prequalification documents, responses to requests for clarification, the minutes of the pre-Application meeting (if any), or Addenda to the Prequalification documents in accordance with ITA 8. In case of any discrepancies, documents issued directly through ePADS shall prevail.

6.10. The Applicant is expected to examine all instructions, forms, and terms in the Prequalification Documents and to furnish with its Application all information or documentation as is required by the Prequalification Documents.

7. **Clarification of Pre-qualification Documents and Pre-Application Meeting**

7.1. An Applicant requiring any clarification of the Pre-qualification Documents shall contact the Procuring Agency in writing through ePADS as. The Procuring Agency will respond in writing through ePADS to any request for clarification provided that such request is received no later than three (03) days prior to the deadline for submission of the Applications. The Procuring Agency shall forward a copy of its response to all prospective

Applicants through ePADS who have obtained the Prequalification Documents from ePADS , including a description of the inquiry but without identifying its source. If so indicated in the PDS, the Procuring Agency shall also promptly publish its response through ePADS . Should the Procuring Agency deem it necessary to amend the Prequalification Documents as a result of a clarification, it shall do so in accordance with the provisions of ITA 16.2.

7.2. If indicated in the PDS, the Applicant's designated representative is invited at the Applicant's cost to attend a pre-Application meeting through online platform / **EPADS v2.0** as per date and time mentioned in the PDS. During this Pre-Application meeting, prospective Applicants may request clarification of the schedule of requirement, the qualification criteria or any other aspects of the Pre-qualification Documents.

7.3. Minutes of the Pre-Application meeting, if applicable, including the text of the questions asked by Applicants, including those during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting will be transmitted promptly through ePADS to all prospective Applicants who have obtained the Pre-qualification Documents. Any modification to the Pre-qualification Documents that may become necessary as a result of the pre-Application meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to ITA 8 and through **EPADS v2.0**. Non-attendance at the pre-Application meeting will not be a cause for disqualification of an Applicant.

8. **Amendment of Prequalifica¬tion Documents**

8.1. At any time prior to the deadline for submission of Applications, the Procuring Agency may amend the Prequalification Documents by issuing an Addendum through **EPADS v2.0**

8.2. Any Addendum issued shall be part of the Prequalification Document and shall be communicated in writing through ePADS to all Applicants who have obtained the Prequalification Documents from the Procuring Agency. The Procuring Agency shall promptly publish the Addendum at the Procuring Agency's web page and **EPADS v2.0**.

Provided that an Applicant who had already submitted their Applications

prior to the issuance of any such addendum shall have the right to withdraw his already submitted Application and submit the revised Application prior to the original or extended Application submission deadline through **EPADS v2.0**.

8.3. To give Applicants reasonable time to take an Addendum into account in preparing their Applications, the Procuring Agency may at its discretion, extend the deadline for the submission of Applications in accordance with ITA 16.2:
Provided that the Procuring Agency shall extend the deadline for submission of Applications, if such an addendum is issued within last three (03) days of the Application submission deadline.

C. Preparation of Applications

9. **Cost of Applications**

9.1. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Procuring Agency will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Pre-qualification process.

10. **Language of Application**

10.1. The Application as well as all correspondence and documents relating to the Pre-qualification exchanged by the Applicant and the Procuring Agency, shall be written in the language specified in the PDS. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the PDS, in which case, for purposes of interpretation of the Application, the translation shall govern.

11. **Documents Comprising the Application**

11.1. The Application shall comprise the following:

11.1.1. **Application Submission Letter**, in accordance with ITA 12.1;

11.1.2. **Eligibility**: documentary evidence establishing the Applicant's eligibility, in accordance with ITA 13.1;

11.1.3. **Qualifications**: documentary evidence establishing the Applicant's qualifications, in accordance with ITA 14; and

11.1.4. any other document required as specified in the PDS.

11.2. **Application Submission Letter**

11.2.1. The Applicant shall complete an Application Submission Letter as provided in Section IV (Application Forms). This Form must be completed without any alteration to its format.

11.3. **Documents Establishing the Eligibility of the Applicant**

11.3.1. To establish its eligibility in accordance with ITA 4, the Applicant shall complete the eligibility declarations in the Application Submission Letter and Form ELI-1.1 (eligibility), included in Section IV (Application Forms).

11.4. **Documents Establishing the Qualifications of the Applicant**

11.4.1. To establish its qualifications to perform the contract(s) in accordance with Section III (**Qualification Criteria and Requirements**), the Applicant shall provide the information requested in the corresponding Information Sheets included in **Section IV (Application Forms)**.

11.4.2. Wherever an Application Form requires an Applicant to state a monetary amount, Applicants should indicate the Pak Rupee equivalent using the rate of exchange determined as follows:

11.4.2.1. for turnover or financial data required for each year - Exchange rate prevailing on the last day of the respective calendar year (in which the amounts for that year is to be converted).

11.4.2.2. value of single contract - Exchange rate prevailing on the date of the contract.

11.4.3. Exchange rates shall be taken from the publicly available source identified in the PDS. Any error in determining the exchange rates in the Application may be corrected by the Procuring Agency.

11.4.4. The documentary evidence of the Applicant’s qualifications to conclude a contract Agreement, shall establish to the Procuring Agency’s satisfaction:

11.4.4.1. that, if required in the BDS, an Applicant that does not manufacture or produce the Goods it offers to supply shall submit the Manufacturer’s Authorization using the form included in Section IV A (Bidding Forms) to demonstrate that it has been duly authorized by the manufacturer or producer of the Goods to supply these Goods in the Procuring Agency’s Country;

11.4.4.2. that, if required in the BDS, in case of an Applicant not doing business within Islamic Republic of Pakistan (or the country where the procurement is being made), the Applicant is, or will be, (if awarded the call off contract) represented by an Agent in the country, equipped and able to carry out the Supplier’s maintenance, repair, and spare parts stocking obligations in respect of the Goods.

D. Submission of Applications

15. **Submission of the Applications through EPADS v2.0**

15.1. The Bidder shall prepare and submit Bid with due diligence after carefully reading all the terms and condition before submission through ePADS in accordance with the procedures specified in the PDS.

15.2. In case the Applicant is a JV, the Application shall submit an authorized representative of the JV on behalf of the JV and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally

authorized signatories.

16. **Deadline for Submission of Applications**

16.1. Applicants shall be submitted through ePADS no later than the deadline indicated in the PDS.

16.2. If required in accordance with the provisions of ITA 8.3, the Procuring Agency will extend the deadline for the submission of Applications, in which case all rights and obligations of the Procuring Agency and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended.

16.3. The deadline will be extended in the same manner as that of original Invitation for Prequalification (or the advertisement) through **EPADS v2.0**.

17. **Opening of Applications**

17.1. The Procuring Agency shall open all Applications on the date and time specified in the PDS through **EPADS v2.0**. Late Applications shall be treated in accordance with ITA 16.1.

E. Procedures for Evaluation of Applications

18. **Confidentiality**

18.1. Information relating to the Applications, their evaluation and results of the Prequalification shall not be disclosed to Applicants or any other persons not officially concerned with the Prequalification process until the notification of Prequalification results is made to all Applicants in accordance with ITA 26 through **EPADS v2.0**.

18.2. From the deadline for submission of Applications to the time of notification of the results of the Prequalification in accordance with ITA 26, any Applicant that wishes to contact the Procuring Agency on any matter related to the Prequalification process may do so only in writing through **EPADS v2.0**

19. **Clarification of Applications**

19.1. To assist in the evaluation of Applications, the Procuring Agency may, ask an Applicant for a clarification (including missing documents) of its Application, to be submitted within a stated reasonable period of time. Any request for clarification from the Procuring Agency and all clarifications from the Applicant shall be in writing through **EPADS v2.0**

19.2. If an Applicant does not provide clarifications and/or documents requested by the date and time set in the Procuring Agency's request for clarification, its Application shall be evaluated based on the information and documents available at the time of evaluation of the Application.

20. **Responsiveness of Applications**

20.1. The Procuring Agency may reject any Application which is not responsive to the requirements of the Prequalification Documents. In case the information furnished by the Applicant is incomplete or otherwise requires clarification as per ITA 19.1, and the Applicant fails to provide satisfactory clarification and/or missing information within prescribed time, it may result in disqualification of the Applicant.

21. **Margin of Preference**

21.1. Unless otherwise specified in the PDS, a margin of preference shall not apply in the Bidding process resulting from this Pre-qualification.

22. **Sub-contractors**

22.1. Subcontractors' qualification and experience will not be considered for evaluation of the Applicant. The Applicant on its own (without taking into account the qualification and experience of the Subcontractor) should meet the qualification criteria.

F. Evaluation of Applications and Prequalification of Applicants

23. **Evaluation of Applications**

23.1. The Procuring Agency shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements, to evaluate the qualifications of the Applicants, and no other methods, criteria, or requirements shall be used. The Procuring Agency reserves the right to waive minor deviations from the qualification criteria if they do not materially affect the technical capability and financial resources of an Applicant to perform the contract, however subject to the provisions of ITA 25.

23.2. Subcontractors proposed by the Applicant shall be fully qualified for their parts of the Scope of Supply of the Goods and Allied Services.

23.3. In case of multiple contracts, Applicants should indicate in their Applications the individual contract or combination of contracts in which they are interested. The Procuring Agency shall prequalify each Applicant for the maximum combination of contracts for which the Applicant has thereby indicated its interest and for which the Applicant meets the appropriate aggregate requirements. The Qualification Criteria and Requirements are mentioned in Section III.

Only the qualifications of the Applicant shall be considered. The qualifications of other related entities such as the Applicant's subsidiaries, parent entities, affiliates, subcontractors or any other firm(s) different from the Applicant shall not be taken into consideration in determining the qualifications of the Applicant.

24. **Procuring Agency's Right to Accept or Reject Applications**

24.1. The Procuring Agency reserves the right to accept or reject all the Applications, and to annul the Prequalification process at any time, without thereby incurring any liability to the Applicants. However, the procuring agency shall record its reasons and justifications on **EPADS v2.0**, duly approved by the Principal Accounting Officer or Head of Organization.

25. **Pre-qualification of Applicants**

25.1. All Applicants whose Applications substantially meet or exceed the specified qualification requirements will be prequalified by the Procuring

Agency.

25.2. An Applicant may be “conditionally prequalified,” that is, qualified subject to the Applicant submitting or correcting certain specified nonmaterial documents or deficiencies to the satisfaction of the Procuring Agency.

25.3. Applicants that are conditionally prequalified will be so informed along with the statement of the condition(s) which must be met to the satisfaction of the Procuring Agency before or at the time of submitting their Bids.

26. **Notification of Prequalification**

26.1. The Procuring Agency shall notify all Applicants in writing through **EPADS v2.0** indicating the names of those Applicants who have been prequalified or conditionally prequalified. In addition, those Applicants who have been disqualified will be informed separately through **EPADS v2.0**.

26.2. The procuring agency shall communicate to those suppliers or contractors who have not been pre-qualified the reasons for not pre-qualifying them through **EPADS v2.0**

27. **Request for Bids**

27.1. Promptly after the notification of the results of the Prequalification, the Procuring Agency will invite the Bids from all the Applicants that have been prequalified through **EPADS v2.0**.

28. **Changes in Qualifications of Applicants**

28.1. Any change in the structure or formation of an Applicant after being prequalified in accordance with ITA 25 and invited to bid (including, in the case of a JV, any change in the structure or formation of any member thereto) shall be subject to the written approval of the Procuring Agency prior to the deadline for submission of Bids. Such approval shall be denied if:

28.1.1. a prequalified Applicant proposes to associate with a disqualified Applicant or in case of a disqualified joint venture, any of its members;

28.1.2. as a consequence of the change, the Applicant no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements; or

28.1.3. in the opinion of the Procuring Agency, the change may result in a substantial reduction in competition.

28.2. Any such change should be submitted to the Procuring Agency before the date of “Invitation to Bids”.

29. **Redressal of Grievances**

29.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) and proceed in accordance with the procedure and mechanism defined under Rule-65 of Public Procurement Rules, 2026.

29.2. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending on the nature of the procurement.

30. **Mechanism of Blacklisting**

30.1. The procuring agency shall initiate blacklisting or debarment proceedings against any bidder, supplier or contractor in accordance with the mechanism prescribed under Rule-25 of Public Procurement Rules, 2026 read with “Mechanism for Blacklisting Regulations, 2024”.

Pre-qualification Data Sheet

Prequalification Data Sheet (PDS)

The following specific data for the Prequalification of Applicants shall complement, supplement, or amend the provisions in the Instructions to Applicants (ITA). Whenever there is a conflict, the provisions herein shall prevail over those in ITA.

PDS Clause Number
ITA Number

Amendments of, and Supplements to, Clauses in the Instructions to Applicants

A. General

PDS Clause Number 1
ITA Number 1.1

Identification Number of the Invitation for Prequalification: **P211479**
The Procuring Agency is: **Pakistan Airports Authority (Planning & Development Directorate)**
List of Service Contracts:
See section services and Lots

PDS Clause Number 2
ITA Number 2.1

The name of Procuring Agency is: **Pakistan Airports Authority (Planning & Development Directorate)**
The name of Project / Procurement is: **CONSULTANCY SERVICES FOR INSTITUTIONAL AND ACADEMIC TRANSFORMATION OF THE CIVIL AVIATION TRAINING INSTITUTE (CATI), HYDERABAD INTO THE NATIONAL AVIATION UNIVERSITY (NAU)**

PDS Clause Number 3
ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **3**

PDS Clause Number 4
ITA Number 4.5

A list of debarred firms and individuals is available on PPRA website: **https://ppra.gov.pk**

B. Contents of the Prequalification Document

PDS Clause Number 5
ITA Number 7.1

For clarification, the Applicant shall seek clarifications through: **EPADS v2.0**

PDS Clause Number 6
ITA Number 7.1 & 8.2

Information related to Prequalification shall be published on: **EPADS v2.0**

PDS Clause Number 7
ITA Number 7.2

Pre-Application Meeting: **Clarification Date: Friday, December 11, 2026**

C. Preparation of Applications

PDS Clause Number 8
ITA Number 10.1

This Prequalification Document has been issued in the language: **English**

PDS Clause Number 9
ITA Number 11.1(d)

Additional documents to be submitted through EPADS v2.0:
No

PDS Clause Number 10
ITA Number 14.2

Source for determining exchange rates: **Not Applicable**

D. Submission of Applications

PDS Clause Number 11
ITA Number 16.1

Deadline for Application Submission:
Day: ***Monday***
Date: ***Monday, December 14, 2026***
Time: ***11:00 AM***

PDS Clause Number 12
ITA Number 17.1

Opening of Applications shall be conducted through: **EPADS v2.0**
Day: ***Monday***
Date: ***Monday, December 14, 2026***
Time: ***11:30 AM***
Virtual participation link: **https://vendors.epads.gov.pk/**

E. Procedures for Evaluation of Applications

PDS Clause Number 13
ITA Number 21.1

Margin of Domestic Preference: **Not Applicable**
(Applicable only if authorized in Procurement Plan)

PDS Clause Number 14
ITA Number 29.1

Prequalification-related complaints / grievances shall be submitted in writing through: **EPADS v2.0**
A complaint may challenge:

- The terms of the Prequalification Documents
- The Procuring Agency’s decision not to prequalify an Applicant

Eligibility & Qualification 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
None

Eligibility Criteria	Document
Chartering/Establishment of a University: documentary evidence of at least one (01) Qualifying Assignment in which the Applicant provided at least two (02) of the services (a) to (c) specified in Clause 3.2.1.1	Yes
Academic Framework Planning and Programme Accreditation: documentary evidence of at least one (01) Qualifying Assignment in which the Applicant provided the services as specified in Clause 3.2.1.2 (a) to (c)	Yes
Governance and Administrative Frameworks: documentary evidence of at least one (01) Qualifying Assignment in which the Applicant designed the services as specified in Clause 3.2.1.3 (a) and (b)	Yes
FBR Active Taxpayer registration/evidence and Sales Tax Registration with the relevant Revenue Board for the Single Entity/all local JV member(s), or registration with the relevant authority in the jurisdiction of registration for foreign JV member(s) (Clause 3.2.1.4)	Yes

Valid SECP/Registrar of Firms registration certificate for theSingle Entity/all local JV member(s); certificate ofincorporation/registration in the country of origin for foreign JVmember(s). Where SECP registration is not applicable to theApplicant’s legal form: registration with the competentregistration authority for that legal form, together with FBRregistration/Active Taxpayer status/Professional Body license asapplicable, and documentary evidence of legal status (Clause3.2.1.5)	Yes
Letter of Application (Annexure A), duly signed by the authorized representative of the Applicant (Clause 3.2.1.6)	Yes
Form A-1 – General Information of the Applicant (Clause 3.2.1.7)	Yes
JV Agreement or Letter of Intent (LOI) to form a JV, duly signed by all participating members and clearly identifying the Lead Partner and the partners (if applicable) (Clause 3.2.1.8). If this requirement does not pertain to you attach a single page document stating this requirement as not applicable.	Yes
Joint Venture Summary on Application Form A-4 (if applicable)(Clause 3.2.1.9). If this requirement does not pertain to you attach a single page document stating this requirement as not applicable.	Yes
Litigation History Form A-5 (if applicable), providing accurate and complete information regarding any litigation and/or arbitration and/or appeal(s) under PPRA Rules involving the firm or JV, arising from participation in procurements and/or contracts, either completed or under execution (Clause 3.2.1.10)	Yes
Power of Attorney, on non-judicial Stamp Paper valuing PKR 500, specifically authorizing the authorized representative to sign and submit the shortlisting application on behalf of the Applicant/JV (Clause 3.2.1.11)	Yes
Undertaking/Affidavit on non-judicial Stamp Paper of at least PKR 500 (as specified in Clause 3.2.1.12).	Yes
Declaration regarding absence of actual or potential conflict of interest with the Employer, its staff, consultants, contractors or other entities engaged for the assignment (Clause 3.2.1.13)	Yes
Mandatory requirement checklist and any additional information (if required) on Form-A6	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Weightage (Without Financial Criteria)

Technical Evaluation %
100

Technical Marks	100
Passing Marks	**100**
Technical Evaluation Criteria	
The procurement is currently at the Expression of Interest (EOI) stage, detailed point-based technical marking shall not be carried out, and evaluation will be conducted strictly on a Pass/Fail basis against the mandatory eligibility requirements specified in the Eligibility Criteria section and the EOI Document. Applicants who fulfill all mandatory eligibility requirements with supporting documentation shall be awarded 100 marks and declared qualified/shortlisted, whereas applicants failing to meet any single mandatory requirement shall be awarded 0 marks and disqualified. (Qualitative)	100

Positions Without Lots :

Position: CONSULTANCY SERVICES FOR INSTITUTIONAL AND ACADEMIC TRANSFORMATION OF THE CIVIL AVIATION TRAINING INSTITUTE (CATI), HYDERABAD INTO THE NATIONAL AVIATION UNIVERSITY (NAU)

Specifications / Requirements:

Refer to Annexure

Scope of Work

Refer to Annexure

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

Annexure

EOI Document

The Annexure attached hereto shall constitute an integral, essential, and binding part of the EOI Documents. The Applicant shall download the aforesaid Annexures, duly sign and stamp each page thereof, and upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **EOI Document** (page number: 34)

Letter of Application

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Letter of Application** (page number: 51)

Form A1

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A1** (page number: 54)

Form A2

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A2** (page number: 55)

Form A3

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A3** (page number: 56)

Form A4

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A4** (page number: 57)

Form A5

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A5** (page number: 58)

Form A6

The application forms attached as annexure shall be duly completed/filled, signed and stamped, together with all supporting documents required therein and the applicant shall upload the complete scanned copy as an integral part of its submission. Failure to comply with this requirement may render the application non-responsive, in accordance with the applicable procurement rules and the provisions of the EOI Documents.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Form A6** (page number: 59)

Procurement Forms

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

Additional Forms and Documents

PAKISTAN AIRPORTS AUTHORITY

CONSULTANCY SERVICES FOR

INSTITUTIONAL AND ACADEMIC TRANSFORMATION OF THE CIVIL AVIATION TRAINING INSTITUTE (CATI), HYDERABAD INTO THE NATIONAL AVIATION UNIVERSITY (NAU)

Expression of Interest

NOVEMBER 2026

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

INSTRUCTIONS TO APPLICANTS

1. Scope of Services

1.1. Overview, Objectives and Governing Standards

The Consultant shall provide comprehensive consultancy services for the institutional, legal and academic transformation of the Civil Aviation Training Institute (CATI) into the National Aviation University (NAU), a public-sector degree-awarding university to be chartered by the Federal Government and recognized by the Higher Education Commission (HEC), including but not limited to the components set out below.

The objectives of the assignment are to achieve:

- Grant of the charter of NAU (by Act of Parliament or such other instrument as the Government may decide), conforming to the Federal Universities Ordinance;
- HEC clearance of the feasibility report, a successful physical inspection, and HEC's recommendation to the Federal Government for grant of the charter;
- HEC registration/recognition and Pakistan Engineering Council (PEC) and other relevant accreditation of NAU's degree programmes;
- Readiness to commence the first intake in September 2027 on the basis of available facilities, supplemented only by immediately required works;
- Fully designed and operational governance, academic, human-resource, financial, examination, admission and IT frameworks; and
- A long-term Master Plan for the future expansion of the University.

Governing standards: The HEC Guidelines for the Establishment of a New University or an Institution of Higher Education including Forms PU-01, PU-02, PU-03 and the Self-Check List for the Feasibility Report, the Federal Universities Ordinance, 2002, and the HEC Program Registration Proforma form the baseline reference for this assignment. The Consultant shall verify and apply the criteria, norms, forms, fees and procedures in force at the time of each filing, including any revised or replacement framework for the establishment and accreditation of universities that HEC or the Federal Government may notify during the assignment, and shall promptly advise PAA/CATI of any change affecting the assignment.

1.2. Baseline Information for the Consultant

CATI currently comprises four schools:

- School of Airport Services;
- School of Regulatory Services;
- School of Aviation Management; and
- School of Air Navigation Services.

The degrees that NAU is intended to award include:

- Bachelor's in Aviation Management;
- BS Aircraft Maintenance Technology;
- BS Aerospace Engineering;

- BS Avionics Engineering; and
- Relevant Programmes proposed by the Consultant

The Consultant may propose additional programmes and shall develop curricula and all associated requirements.

This information is preliminary and provided for orientation only; the Consultant shall independently verify it and is not limited by it.

1.3. Components of the Assignment

1.3.1. Component A – Charter, Legislative, Legal and Statutory Governance

- **Legal and institutional due diligence**: review CATI's existing legal basis and status, ownership of land and assets, liabilities, contracts, employee terms, and existing approvals and recognitions (including aviation-regulatory and ICAO-related), and identify all legal issues bearing on the conversion.
- **NAU Bill**: Prepare, review, refine and where necessary re-draft the draft National Aviation University Bill, 2026 in coordination with PAA's legal counsel and the Ministry of Defence (Aviation Division), so that it conforms to the Federal Universities Ordinance and HEC's requirements, is vetted by HEC and other relevant bodies, and reflects NAU's aviation-specific mandate, covering at a minimum:
  - the Chancellor, Vice-Chancellor and other officers, and the authorities of the University and their composition (including aviation-sector representation consistent with HEC's "special focus" provision);
  - powers of the University, the University Fund, service and benefits provisions, and provisions on campuses and affiliation;
  - transitional provisions (first Senate, first Vice-Chancellor, first Statutes; transfer of CATI's assets, rights, liabilities, employees and students; repeal and savings), indemnity, removal of difficulties and schedules.
- **Legislative package and passage**: Prepare the complete package and support passage through Parliament, including tracking of the Bill through to assent and Gazette notification. The Consultant shall also identify and prepare any consequential legislation, amendment or repeal and any alternative interim legislative instrument that the Government may elect to use.
- **First Statutes, Regulations and Rules**: Draft these in step with the Bill (see Work Area 10) so that they can be notified at commencement.
- **Governance framework**: Design the operating framework, terms of reference, rules of procedure, election/nomination procedures, annual meeting calendars and induction materials for the Senate, Syndicate, Academic Council, Advanced Studies and Research Board, Board of Faculty, Board of Studies, Finance and Planning Committee, Selection Board and Representation Committee, and for statutory and standing committees (including discipline, admissions, examinations, quality enhancement, research ethics, purchase, grievance and anti-harassment); define the statutory officers (Vice-Chancellor, Registrar, Treasurer, Controller of Examinations, Deans, Directors) with their roles, qualifications and selection procedures; and support the search and appointment process for the first Vice-Chancellor and the constitution of the first Senate.
- **Transition arrangements**: Advise on and prepare the phased transfer of CATI's assets, liabilities, contracts, employees and trainees to NAU, including asset registers, land title and mutation, protection of service terms of transferred staff, and continuity of CATI's existing professional and ICAO-recognized training.
-

1.3.2. **Component B – Academic and Institutional Development Programme (17 Work Areas)**

- **Work Area 1 – Needs assessment, feasibility studies and strategic positioning**
  - Demand – supply study covering aviation workforce demand (airports, air navigation, regulators, airlines, maintenance, aerospace and allied industry), employer and student surveys, existing providers, level-wise enrolment projections over 5 to 10 years, and the social benefits to be achieved, supported by data as required by Form PU-01 (Sections 1 and 3) and the Self-Check List.
  - Vision, mission, philosophy and objectives of NAU; options for the institutional model (including co-existence of CATI's non-degree professional training with degree programmes); justification of location and site; and risk analysis and mitigation.
- **Work Area 2 – Existing facilities, capacity and utilization assessment**
  - Assessment of the existing schools and facilities: faculty and staff, programmes, trainee numbers and three-year output, curricula, ICAO-recognized courses, simulators, laboratories, workshops, classrooms, library, hostels, sports, medical, transport, IT, utilities, land and buildings (stating whether owned, rented or shared), and budgets.
  - Benchmarking against the HEC norms (Form PU-02) and inspection items (Form PU-03), gap analysis, and a recommendation on how each school is to be utilized (as a department or departments, faculty, centre, or professional-training arm) and which facilities are to be shared.
  - Identification of the immediate works, equipment and recruitment needed for HEC inspection and launch (feeding Components F and Work Areas 7–9).
- **Work Area 3 – Academic architecture: disciplines, departments, programmes and degrees**
  - Identification of disciplines, departments and programmes mapped to the four schools, ensuring that the University meets HEC's minimum of four departments; names of faculties and departments; composition of course committees, Boards of Studies, Academic Council etc. (Form PU-01, Section 8).
  - Confirmation of the four initial programmes and proposal of additional programmes at BS, MS, PhD, certificate and executive-education levels each with a business case covering demand, faculty, laboratories, cost, accreditation route and phasing.
  - Degree titles, abbreviations, qualification levels under the National Qualifications Framework, eligibility criteria and equivalence; phase-wise development schedule of academic programmes (Form PU-01, Section 7).
- **Work Area 4 – Curricula and schemes of studies**
  - Development of complete curricula, schemes of studies and course outlines for all programmes in accordance with the HEC policies in force on undergraduate and graduate education, credit-hour requirements and the National Qualifications Framework, and using outcome-based education (programme educational objectives, programme and course learning outcomes and their mapping) as required by PEC, the National Technology Council and other accrediting bodies.
  - Incorporation of CATI's ICAO-recognized training capacity, ICAO competency requirements and aviation-regulator licensing requirements, together with management of practical training, internships and final-year projects.

- Industry advisory review, international benchmarking, laboratory manuals, assessment and teaching–learning strategies, and approval through the Boards of Studies and Academic Council (or an interim academic committee as HEC may accept before those bodies are constituted).

- **Work Area 5 – HEC chartering: feasibility report, norms compliance, inspection and charter**
  - Preparation of the comprehensive Feasibility Report in the General Institutional Requirements Proforma (Form PU-01), covering all relevant sections therein and the filing documents required by HEC;
  - Preparation of a compliance statement against the General Criteria/Norms for a New University (Form PU-02), including departments, faculty strength, cadre and PhD requirements, teacher – student and staff ratios, library, laboratories, space, hostels, scholarships, research funding, finance and safeguards, with a plan to close any gap before inspection. For the public sector, the Consultant shall document how the financial-resource criteria (endowment, tangible assets and working capital) are met or addressed.
  - Filing with HEC, responses to queries during prima facie scrutiny and panel review, and presentations to the HEC panel.
  - Inspection readiness for the HEC Inspection Committee: preparation of the written statement in the Inspection Proforma (Form PU-03) with supporting evidence, mock inspection, briefing of CATI staff, facilitation of meetings with administrators, teaching staff, students and support staff and of visits to the library, laboratories and hostels, and preparation of the compliance report on the Committee's findings.
  - Alignment of the draft charter with the Federal Universities Ordinance, 2002, support for HEC's vetting, and pursuit of HEC's recommendation to the Federal Government and the grant of the charter, in coordination with Component A.
- **Work Area 6 – Programme registration and accreditation (HEC, PEC, NTC and other councils)**
  - Preparation of the HEC Program Registration Proforma and the Documents Provided Check List for every programme, including statutory-body approval of each programme, advertisement of the first batch, HEC NOC for any MS/MPhil/PhD programme proposed, and approvals for any migrated programme.
  - PEC: For Engineering programs, early and continuous engagement with PEC, securing any approval PEC requires before engineering programmes commence, and preparation and pursuit of accreditation under the PEC Manual of Accreditation in force (self-assessment reports, outcome-based education implementation, faculty, laboratory and facility compliance, visits and responses to findings), ensuring that the first graduating batch is covered.
  - Determination of, and applications to, other competent accrediting body (for example the National Technology Council, PEC, the National Business Education Accreditation Council or another relevant council), and recognition by the aviation regulator for licensing credit or exemption where applicable.
  - HEC quality-assurance requirements: Establishment of the Quality Enhancement Cell, self-assessment, programme and institutional evaluation, and reporting. International recognition shall be assessed as a strategic option.
  - Accreditation timelines are set by the accrediting bodies. The Consultant shall assist in filing of every application at the earliest permissible time, pursue it to decision, and maintain a roadmap for any

stage falling after the assignment period (for follow-through under Component H).

- **Work Area 7 – Faculty and staff**
  - Staffing model by programme and cadre (Professor, Associate Professor, Assistant Professor, Lecturer) and for non-teaching, technical, laboratory and library staff, applying HEC norms (including teacher–student ratios, administrative-to-teaching ratio and PhD requirements) and PEC/NTC faculty requirements, phased over 5–10 years.
  - Mapping of CATI's existing staff to academic cadres, qualification-gap and upskilling (including PhD) plans, and a visiting/adjunct industry-faculty model.
  - HR policy, service rules, efficiency and discipline rules, appointment, recruitment and promotion rules, pay-scale and remuneration structure, benefits (including pension, provident fund and insurance), job descriptions and the organization chart.
  - Estimation and recruitment support for the first cohort of faculty and key officers (advertisements, screening, Selection Board logistics).
- **Work Area 8 – Laboratory, simulator, IT and specialized equipment**: Identification, specification, procurement support and commissioning, in line with HEC laboratory standardization and PEC/NTC laboratory requirements and the Public Procurement Rules (bills of quantities, bidding documents, evaluation support, acceptance testing, calibration and maintenance plans, and safety).
- **Work Area 9 – Academic and social spaces**: Space programme and concept designs for academic and social spaces, including smart/safe-campus features, based on the HEC space norms and aviation safety and security needs, with the immediate works defined under Component F.
- **Work Area 10 – First Statutes, Regulations and Rules**: Preparation of the University's first Statutes and Regulations, including those on officers and authorities, elections and nominations, service and discipline, benefits, finance and accounts, academic matters, admissions, examinations and students.
- **Work Area 11 – National and International collaborations**: establishment of MOUs and linkages with aviation/aerospace universities, ICAO-related and networking bodies, industry and research institutions; definition of the nature, method and extent of collaboration (Form PU-01, Section 15); and securing the approvals required for such collaborations.
- **Work Area 12 – Admissions and enrolment system**: Admission policy and criteria, entry tests and aviation-specific aptitude and medical-fitness requirements, quotas, reserved and sponsored seats, level-wise intake by programme, admission calendar and the advertisement of the first batch, and a digital enrolment/student information system ready before the admission cycle.
- **Work Area 13 – Fee structure and Student Financial Aid**: Admission fee, tuition and other dues; cost-recovery and benchmarking analysis; scholarships, bursaries and assistantships, including fee exemptions or scholarships for at least 10% of students on a need basis as required by HEC; fee regulations for Senate approval.
- **Work Area 14 – Academic and discipline rules and student affairs**: Academic and discipline rules and regulations, codes of conduct, unfair-means and plagiarism policy, anti-harassment and grievance procedures, and student services (counselling, career services, alumni, hostels, transport, medical, sports and inclusion).
- **Work Area 15 – Examinations, grading and certification**: Examination

rules and regulations, grading policy, assessment of practical, simulator and on-the-job components, moderation and results procedures, transcripts, degrees and certificates, and arrangements for verification and attestation.

- **Work Area 16 – Quality assurance and student supervision**: Quality-assurance framework and Quality Enhancement Cell, programme review, academic supervision and advising, and monitoring of the quality of teaching, learning and student performance (Form PU-01, Sections 11–12).
- **Work Area 17 – Library, learning resources and other frameworks**: library and learning-resources policy (including HEC norms for books, current international journals and electronic access), research ethics and intellectual-property policy, and any other academic or administrative framework required for HEC approval or operationalization.

1.3.3. **Component C – Research, Innovation and Entrepreneurship Ecosystem**

- Support establishment of the Advanced Studies and Research Board and an Office of Research, Innovation and Commercialization; prepare the research policy, applied-research priorities relevant to aviation/aerospace, research centres, the PhD roadmap, and the budgetary provision for research required by HEC.
- Assess feasibility of a Technology Park/Business Incubation Centre model to commercialize research and foster start-ups.
- Identify and structure industry, donor, multilateral and research-grant partnerships, and prepare the intellectual-property and commercialization framework.

1.3.4. **Component D – IT Infrastructure and Digital Transformation**

- Prepare a digital transformation roadmap covering network and internet connectivity, ERP/MIS, learning management system, student information and admission systems, digital library, integration with HEC systems, and a cybersecurity/data-governance framework, with specifications and procurement support.
- Advise on a smart/safe campus model supporting the Registrar’s custodial responsibilities.

1.3.5. **Component E – Financial and Business Planning**

- Prepare the multi-year (5 to 10 years) financial plan as required, covering sources and utilization of recurring and non-recurring expenditure, phase-wise capital cost estimates (land, buildings, equipment, furniture, transport, administration and faculty), recurring income (grants, donations, assets and investment income, endowment, research income and fees) and recurring expenditure, together with the phase-wise PERT chart.
- Support design of the University Fund structure, budget classification, cost-centre framework, financial rules, double-entry accounting and audit arrangements.
- Prepare a financial sustainability and resource-mobilization plan (fees, CATI’s professional-training revenue, government grants and development funding, industry and donor support), including transitional CATI–NAU financial arrangements, evidence of funding commitments for HEC etc., and preparation of the development project documentation (PC-I) where required.

1.3.6. **Component F – Physical Infrastructure, Immediate Works and Master Plan**

- **Immediate works**: On the basis of the facilities assessment (Work Area 2), define the minimum works, refurbishment, equipment and furnishing needed for HEC inspection and the September 2027 launch.

- **Master Plan**: On the basis of the existing-facilities assessment and the needs assessment, prepare a Master Plan for the future expansion of NAU covering academic and laboratory buildings, simulator and hands-on training facilities, administration, library, hostels, staff housing, sports, utilities, transport, security, landscape and IT infrastructure; land-use zoning and land requirements against the HEC norms; aviation-specific constraints (such as height restrictions, noise and airside security); enrolment scenarios; and phased development

1.3.7. **Component G – Regulatory Approvals, Statutory Clearances and Stakeholder Management**

The Consultant shall prepare and maintain an approvals matrix in the Inception Report and shall prepare, file and pursue every approval, charter, NOC and clearance that is, or becomes, required for the establishment and operation of NAU, including but not limited to:

- Federal Cabinet and its committees, relevant Ministries, and the Parliament;
- HEC (charter clearance, programme registration, NOCs, quality assurance and registration on HEC data systems), PEC, the National Technology Council, the National Business Education Accreditation Council and other relevant councils;
- **Stakeholder management**: Support a PAA/CATI steering committee, coordinate with all authorities, and prepare briefings, presentations and correspondence.

1.3.8. **Component H – Post-Launch Governance and Advisory Support (Phase II: September 2027 – September 2028)**

Following the commencement of NAU's first BS/MS intake in September 2027, the Consultant shall continue to provide governance and advisory support, at reduced/periodic intensity relative to Phase I, to consolidate the institutional and academic transformation delivered under Components A-G and to support NAU through its first year of independent operation:

- Continued statutory governance advisory support (extension of Component A) – support the Senate, Syndicate, Academic Council and other statutory bodies through their inaugural meetings and initial resolutions, and finalize Statutes, Regulations and Rules.
- Charter, HEC and accreditation follow-through (extension of Work Areas 5–6) – support completion of any outstanding HEC charter and registration steps, HEC monitoring and reporting, PEC/NTC and other council accreditation processes, and responses to site-visit findings.
- Faculty and HR bedding-in (extension of Work Area 7) – support onboarding/induction of newly recruited faculty and monitor HR policy and pay-scale implementation.
- Equipment, space and Master Plan support (extension of Work Areas 8–9 and Component F) – advisory support for commissioning of procured equipment, finalization of academic/social space handover, and finalization of the Master Plan and related development-project documentation.
- International partnerships follow-through (extension of Work Area 11) – support finalization of at least one additional partnership/MOU beyond Phase I and monitor early implementation of existing partnerships.
- Admissions and examinations monitoring (extension of Work Areas 12–15) – monitor and advise on the first admissions and examination cycles and readiness for the next admission cycle, including troubleshooting of the digital enrolment/student information system.
- IT systems stabilization (extension of Component D) – advisory support to stabilize the ERP, LMS, cybersecurity/data-governance framework and

smart/safe-campus features, including post-go-live troubleshooting.

- Financial and Fund operationalization (extension of Component E) – support operationalization of the University Fund and cost-centre framework, and monitor the financial sustainability plan.
- First-year institutional performance review (new in Phase II) – a structured review of academic, administrative, financial and governance performance indicators, culminating in a Post-Launch Sustainability Report.
- On-call advisory support (new in Phase II) – ad hoc advisory support and troubleshooting on emerging institutional, regulatory or operational issues.
- Full institutional handover (new in Phase II) – a structured knowledge-transfer/handover program fully transitioning remaining institutional knowledge, systems administration and documentation to CATI/NAU's permanent staff.

1.3.9. **Cross-Cutting Obligations of the Consultant**

- **Programme management**: Establish and run a project management office, detailed work plan, critical-path and approvals tracker and risk register; submit monthly progress reports; and attend steering-committee meetings.
- **Standards of work**: Comply with all applicable laws and the HEC, PEC and other council policies in force; subject deliverables to senior peer review; and provide them in editable electronic form and in the number of hard copies each authority requires.
- **Representation**: Attend and present for PAA/CATI before HEC, PEC, ministries, Cabinet committees, Parliament and its committees, and inspection and accreditation visits, as required.
- **Statutory and filing fees**: such fees (for example HEC evaluation and inspection fees) shall be borne by PAA/CATI; the Consultant shall prepare the necessary documentation for their payment.
- **Capacity building**: Train and mentor CATI's nominated counterpart team, and hand over all working files, templates and source documents.
- **Indicative team expertise**: higher-education law and legislative drafting; HEC chartering and accreditation; academic planning and curriculum design; aerospace and avionics engineering (PEC-registered); aircraft maintenance; air navigation services; airport operations; aviation management and regulation; university governance and HR; finance and development-project planning; architecture and master planning; IT systems; and procurement.
- **Ownership and confidentiality**: all deliverables shall be the property of PAA/CATI, and sensitive aviation and institutional information shall be kept confidential.
- **PAA/CATI support**: PAA/CATI will provide data and access to facilities and personnel, and take the decisions needed from it; the Consultant shall promptly flag any dependency or delay that may affect the critical path.
- **Deemed inclusions**: All activities, studies, documents, approvals and services that are not expressly mentioned in this Scope but are incidental to, or become necessary for, the ultimate objective of establishing NAU as a chartered, HEC-recognized university with accredited degrees shall be deemed included in the Consultant's Scope of Services. The Consultant shall identify such items in the Inception Report and as they arise.

1.4. **Assignment Phasing & Duration:**

No.	Assignment	Timeline
1	Inception Report, detailed Work Plan, regulatory approvals roadmap, critical-path tracker and stakeholder mapping (PAA, CATI, HEC, PEC/NTC, aviation regulator, Ministry of Defence – Aviation Division, Law, Finance and Planning authorities)	Month 1
2	Situation Analysis and Gap Assessment (legal/charter status, existing facilities and capacity audit against PU-02/PU-03 norms, utilization of the four schools, academic readiness, HR/faculty, research capacity, physical and digital infrastructure) (Work Area 2)	Month 2
3	Needs Assessment and Market Study; vision, mission and institutional model; academic architecture and programme portfolio, including proposed additional programmes (Work Areas 1 and 3)	Month 3
4	Refined NAU Bill with Statement of Objects and Reasons, financial memorandum and Cabinet summary; first draft Statutes and Regulations (Component A; Work Area 10)	Month 3
5	Draft HEC Feasibility Report (Form PU-01), PU-02 compliance statement, Self-Check List, curricula outlines and schemes of studies for initial programmes, phase-wise financial plan and PERT chart, ready for filing (Work Areas 4–5; Component E)	Month 4
6	Governance Framework and SOPs for Senate, Syndicate, Academic Council, Advanced Studies and Research Board, Selection Board, Representation Committee and other bodies (Component A)	Month 4
7	Filing of Feasibility Report with HEC; Inspection Readiness Package (PU-03 statement, evidence files, mock inspection); support to HEC scrutiny and the Inspection Committee visit (Work Area 5)	Months 5–7
8	Complete curricula and course outlines; Programme Registration Proformas and statutory-body approvals; PEC/NTC and other council accreditation applications (Work Areas 4 and 6)	Month 6
9	Faculty Recruitment Plan, HR Policy, service rules and pay-scale structure; recruitment of first cohort commenced (Work Area 7)	Month 7
10	Admissions policy, fee structure and scholarship framework, admission calendar and digital enrolment system ready for the admission cycle (Work Areas 12–13)	Month 7
11	Equipment Identification and Procurement Plan, Immediate Works Plan and Academic/Social Space Design Brief (Work Areas 8–9; Component F)	Month 8
12	International Partnerships and MOU Framework (Work Area 11) and Research/Innovation Ecosystem Strategy (Component C)	Month 9
13	Academic, discipline and examination regulations, grading and certification procedures; quality-assurance, library and other frameworks (Work Areas 14–17)	Month 10
14	HEC recommendation for grant of charter; NAU Act enacted and notified; first Statutes notified; first Senate constituted (Components A and G) – pursued by the Consultant; dates depend on external authorities	Months 9–11 (target)
15	IT Infrastructure and Digital Transformation Roadmap (Component D)	Month 11
16	Financial Sustainability Plan and University Fund Structure (Component E)	Month 11
17	Master Plan and Phased Development Programme for future expansion (Component F)	Month 12
18	Final Consolidated Report and Launch-Readiness Assessment for September 2027 commencement/launch	Month 12

No.	Assignment	Timeline
19	Post-Launch Governance and Advisory Support Report Q1 (Phase II) – statutory bodies' first meetings support and HEC/relevant council accreditation follow-through (Component H)	Month 15
20	Post-Launch Governance and Advisory Support Report Q2 (Phase II) – faculty/HR onboarding, equipment and space handover support, admissions monitoring (Component H)	Month 18
21	Post-Launch Governance and Advisory Support Report Q3 (Phase II) – IT systems stabilization, partnerships follow-through, University Fund operationalization (Component H)	Month 21
22	Post-Launch Sustainability Report and Institutional Handover (Phase II) – first-year performance review and complete knowledge-transfer/handover (Component H)	Month 24

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

2. Submission of Applications

2.1. Pakistan Airports Authority (PAA) invites applications from eligible consulting firms / Joint Ventures of consultants (hereinafter referred to as “Applicant(s)”) to undertake the “Consultancy Services for Institutional and Academic Transformation of the Civil Aviation Training Institute (CATI), Hyderabad into the National Aviation University (NAU)”

2.2. Applications for Expression of Interest must be prepared in accordance with the instructions provided herein and should be clearly labelled “Application for Expression of Interest – Consultancy Services for Institutional and Academic Transformation of the Civil Aviation Training Institute (CATI), Hyderabad into the National Aviation University (NAU)”. Applications shall be submitted electronically through the EPADS v2.0 platform, in accordance with the Employer’s instructions.

2.3. The Applicant is expected to examine all instructions, forms, and terms in this Shortlisting Documents and to furnish with its application all information or documentation as is required by the Shortlisting Documents.

2.4. All pages of the Shortlisting Documents should be sequentially numbered, stamped, and signed or initialed by an authorized representative.

2.5. The Application as well as all correspondence and documents relating to the Shortlisting exchanged by the Applicant and the Employer, shall be written in English language. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the English language, in which case, for purposes of interpretation of the Application, the translation shall govern.

2.6. Applicants are required to respond to all questions and provide complete information as specified in this document. Any false statements or omissions of essential information may result in the disqualification of the Applicant.

2.7. Applicants may request clarifications regarding the contents of the Shortlisting Documents in writing. Responses to such queries will be provided in writing within three working days, provided that the requests are received at least seven calendar days before the deadline for submission of the Shortlisting Documents.

2.8. The Employer reserves the right to amend the Shortlisting Documents at any time prior to the submission deadline by issuing addenda. Any such addenda shall become an integral part of the Shortlisting Documents and will be communicated in writing to all parties by uploading through the EPADS v2.0 platform.

2.9. The Employer may, at its sole discretion, extend the deadline for the submission of Expression of Interest applications either on its own initiative or in response to requests from prospective Applicants, by issuing a corrigendum.

2.10. To facilitate the evaluation process, the Employer may request clarifications of any submitted information. Such requests shall be made in writing, and responses must be provided within a reasonable period, not to exceed five days. If an Applicant fails to provide the requested clarifications by the specified date and time, the application will be evaluated based solely on the information originally submitted.

2.11. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Employer will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Shortlisting process.

3. **Evaluation/ Expression of Interest Criteria**

3.1. **General**

3.1.1. Applicants shall be evaluated for shortlisting based on the criteria set forth in Clauses 3.2 to 3.3, which pertain to the Applicant's Consultancy Experience and Personnel Relevant Capability, as demonstrated by the information provided in the Forms included herein. The experience and resources of Sub-Consultants shall not be considered in assessing the Applicant's compliance with the qualifying criteria. In the case of a Joint Venture, the experience and resources of participating firms shall be evaluated in accordance with Clause 5 and the specific requirements stated herein.

3.1.2. The Employer reserves the right to verify or request clarification of any information submitted by Applicants. Any application containing false statements knowingly made by the Applicant, or any information provided in connection with the application that is incorrect in any respect and was intended to influence the Employer's decision on shortlisting, may be rejected. Additionally, the Employer will take appropriate action in accordance with the PPRA regulatory framework concerning corrupt and fraudulent practices.

3.2. **Mandatory Requirements**

3.2.1. All Applicants must fulfill the mandatory requirements specified below and provide the supporting documentation accordingly. The documents submitted shall be considered final, and no amendments or additional submissions will be accepted thereafter. Failure to comply with the mandatory requirements set forth below will result in the application being deemed non-compliant and may lead to the disqualification of the Applicant. The mandatory requirements are outlined as follows:

3.2.1.1. At least one (01) Qualifying Assignment for the establishment, chartering, recognition or conversion into a university or degree-awarding institution (or a new campus of one), in which the Applicant provided at least two (02) of the following services:

a) preparing the feasibility report or application for approval of the institution to HEC, a provincial higher-education authority or an equivalent regulator;

b) drafting/refining a university Act, Bill, Ordinance or charter, and/or its first Statutes;

c) supporting the regulator's institution-level scrutiny, inspection or grant of charter

3.2.1.2. At least one (01) Qualifying Assignment for a university or degree-awarding institution in which the Applicant developed at least two (02) of the following services:

a) curricula or schemes of studies for **a**t least [two (02)] degree programmes at Bachelor's level or above;

b) at least one (01) of the following: academic structure (faculties, departments or programme

portfolio); admission policy; academic, examination and grading regulations; and

c) prepared/supported the accreditation, registration, recognition or NOC of at least one (01) degree programme (not the institution as a whole) with HEC, the Pakistan Engineering Council, the National Technology Council, the National Business Education Accreditation Council, or another statutory or national accreditation body (or a foreign equivalent).

3.2.1.3. At least one (01) Qualifying Assignment for a university or public-sector body in which the Applicant designed at least one (01) of the following services:

a) the governance structure and statutory authorities (for example the Senate, Syndicate and Academic Council), including their composition, terms of reference or rules of procedure; and

b) HR/service rules and staffing plan; administrative (non-academic) organisational structure; financial or University Fund framework; public-sector institutional capacity-building programme

3.2.1.4. Single Entity/ All JV members shall be registered with the Federal Board of Revenue (FBR) as active taxpayers and Sales Tax Registration with relevant Revenue Board. Foreign JV member(s) shall provide registration with the relevant authority in the jurisdiction of registration.

3.2.1.5. Single Entity/ All JV members shall provide valid registration with the Securities & Exchange Commission of Pakistan (SECP)/Registrar of Firms. Foreign JV member(s) shall provide certificate of incorporation/registration in the country of origin. Where the Applicant is constituted in a legal form for which registration with SECP is not applicable, registration with the legally competent registration authority applicable to that legal form shall be acceptable, together with FBR registration/Active Taxpayer status / Professional Body license as applicable. The Applicant shall provide documentary evidence establishing its legal status and registration.

3.2.1.6. Letter of Application (Annexure A), duly signed by the authorized representative of the Applicant.

3.2.1.7. Form A-1 providing General Information of the Applicant.

3.2.1.8. JV Agreement or Letter of Intent (LOI) to form a JV (if applicable), duly signed by all participating members and clearly identifying the Lead Partner and the partners.

3.2.1.9. Joint Venture Summary on Application Form A-4 (if applicable).

3.2.1.10. Litigation History Form A-5 (if applicable) providing accurate and complete information regarding any litigation and/or arbitration and/or appeal(s) under PPRA Rules,

involving their firm or Joint Venture (JV) that has arisen from their participation in procurements and/or contracts either completed or currently under execution.

3.2.1.11. Power of Attorney, on non-judicial stamp paper valuing PKR 500, specifically authorizing the authorized representative to sign and submit the shortlisting application on behalf of the Applicant/JV.

3.2.1.12. Undertaking or affidavit on non-judicial stamp paper of at least PKR 500, affirming the following:

i. The Applicant has never been blacklisted/ debarred by the government and is not ineligible under applicable procurement regulatory framework;

ii. The Applicant 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;

iii. The Applicant 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;

iv. The Applicant 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;

v. The Applicant has not been convicted by a final judgment of a Court of Law;

vi. The Applicant is not convicted, in the case of a company, its owners and beneficial owners, directors or officers of a criminal offence related to:

a. its professional conduct; or

b. 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.

vii. All documents, particulars and information submitted with the shortlisting application are true, complete and correct;

viii. The Applicant/JV members have not indulged in corrupt, fraudulent or collusive practices in competing for contracts.

3.2.1.13. Declaration regarding absence of actual or potential conflict of interest with the Employer, its staff, consultants, contractors or other entities engaged for the assignment.

3.2.1.14. Mandatory requirement checklist and any additional

information (if required) on Form-A6.

Notes:

1. For each Qualifying Assignment claimed, the Applicant shall submit a completion/acceptance certificate issued by the client, signed by an authorised signatory stating the client's name, assignment title, start and completion dates, and a description of the services that expressly covers the service(s) claimed [and the contract value] along with **Form A-2 and A-3** and any other additional documentary evidence.
2. A single Qualifying Assignment may be used for more than one requirement only where the documents expressly evidence each service claimed.
3. In a JV or consortium, Qualifying assignment requirements may be met by any member, but only on the basis of an assignment performed by that member itself as Sole Consultant or JV Partner.
4. Each requirement is assessed on a pass/fail basis.

4. **Joint Venture (JV)**

4.1. Joint Venture (JV) must comply with the following requirements:

4.1.1. The maximum number of members in a Joint Venture (JV) shall not exceed three firms. Any Applicant consisting of a JV with more than three members shall be disqualified.

4.1.2. If the Applicant is an existing or intended JV, submit a copy of the JV Agreement, or a letter of intent to enter into such an agreement in case of award of contract. The respective document shall be signed by all legally authorized signatories of all the parties to the existing or intended JV, as appropriate. All firms comprising the joint venture shall be legally constituted.

4.1.3. Each individual firm or at least the Lead partner in the JV must be registered with income tax and sales tax departments and must be on the active taxpayers' list of the Federal Board of Revenue. For foreign firms participating in a JV, registration with the relevant authority in the jurisdiction of their registration is required.

4.1.4. Application submitted by an existing or intended JV shall include an undertaking signed by all parties (i) stating that all parties shall be jointly and severally liable, and (ii) nominating a Representative who shall have the authority to conduct all business for and on behalf of any and all the parties the JV during the bidding process and, in the event the JV is awarded the contract, during contract execution.

4.1.5. Each Applicant shall submit only one proposal either by himself, or as a partner in a joint venture. An Applicant who submits more than one proposal will be disqualified and proposals submitted by him shall not be considered for evaluation and award.

4.1.6. Any change in a shortlisted JV after shortlisting shall not be allowed by the Employer. Consequently, the Request for Proposal (RFP) documents will not be issued, and proposals will not be accepted from any JV that has undergone changes following shortlisting.

5. **Conflict of Interest**

5.1. The Applicant, including all members of a Joint Venture (JV), must not be associated, nor have been associated in the past, with the Contractor or any

other entity engaged by the Employer for the execution of works, provision of goods, non-consulting services, or in any other capacity that may give rise to a conflict of interest. Any such association may result in the disqualification of the Applicant.

6. **Updating Expression of Interest Information**

6.1. Applicants shall be required to update the financial, personnel and any other pertinent information used for shortlisting at the time of submitting their proposals, to confirm their continued compliance with the qualification criteria and verification of the information provided at the time of shortlisting. A proposal shall be rejected if the Applicant's qualification thresholds are no longer met at the time of bidding.

7. **Other Factors**

7.1. Only Consultants/JVs that have been shortlisted under this procedure shall be invited to submit proposals. A qualified Consultant or member of a qualified JV shall participate only in one proposal for the Contract. If a firm submits or participates in more than one proposal, all proposals involving that firm may be rejected in accordance with the applicable procurement rules.

7.2. The Employer reserves the right to:-

7.2.1. Amend the scope and value of any contract(s) for which proposals are to be solicited. In such an event, only those shortlisted consultants who meet the revised requirements of the contract(s) as amended shall be eligible to submit proposals.

7.2.2. Reject or accept any or all applications in accordance with the provisions set forth herein.

7.2.3. Cancel the Expression of Interest process and reject all applications.

7.3. The Employer shall neither be liable for any such actions nor be under any obligation to inform the Applicant of the grounds for rejection. However, the grounds for rejection may be communicated upon request.

8. **Notification of Shortlisting**

8.1. The Employer shall notify all Applicants in writing of the names of those Applicants who have been shortlisted. The Shortlisting Result shall be uploaded to EPADS.

9. **Request for Proposal**

9.1. After the notification of the results of the Shortlisting, the Procuring Agency will invite the proposal from all the Applicants that have been shortlisted and subsequent selection shall be carried out using Quality and Cost Based Selection (QCBS) in accordance with the PPRA Rules.

Annexure-A

Letter of Application

[Letterhead paper of the Applicant, or partner responsible for a joint venture, including full postal address, telephone No. fax no., telex no., cable and e-mail address]

Date:.....

To: _____
_____,
_____.

Sirs,

1. Being duly authorized to represent and act on behalf of..... (hereinafter "the Applicant") and having reviewed and fully understood all the shortlisting information provided, the undersigned hereby apply to be shortlisted as a Consultant/JV for the assignment "**Consultancy Services for Institutional and Academic Transformation of the Civil Aviation Training Institute (CATI), Hyderabad into the National Aviation University (NAU)**."

2. Attached to this letter are copies of original documents defining[1]:

   (a) the Applicant's legal status;

   (b) the principal place of business; and

   (c) the place of incorporation (for Applicants who are corporations); OR

   the place of registration and the nationality of the owners (for Applicants who are partnerships or individually-owned firms).

3. Your Organization and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from our bankers and clients regarding any financial and technical aspects. This Letter of Application will also serve as authorization to any individual or authorized representative of any institution referred to in the supporting information, to provide such information deemed necessary and requested by yourselves or the authorized representative to verify statements and information provided in this application, or with regard to the resources, experience, and competence of the Applicant.

4. Your organization and its authorized representatives may contact the following persons for further information[2], if needed.

[1] For applications by joint ventures/consortiums/associations, all the information requested in the Expression of Interest documents is to be provided for each member/ partner separately. All members/ partners shall sign the letter

[2] Application by joint ventures/ consortium/association should provide information on a separate sheet about each party to the application

General and Managerial Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

Personnel Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

Technical Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

Financial Inquiries	
Contact 1	Telephone
	Cell
	Fax
	Email
Contact 2	Telephone
	Cell
	Fax
	Email

5. This application is made with the full understanding that:

(a) Proposals by shortlisted Applicants will be subjected to verification of all information submitted for Expression of Interest at the time of bidding;

(b) Your organization reserves the right to:

(i) amend the scope and value of any contract under this project; in such event proposal will only be called from shortlisted consultants who meet the revised requirements; and

(ii) reject or accept any application, cancel the Expression of Interest process, and reject applications; and

(c) Your Organization shall not be liable for any such actions and its consequences and under no obligation to inform the Applicant of the grounds for actions at 5 (b) here above.

Applicants who are not joint ventures/ consortium/ association should delete para 6 & 7 and initial the deletions.

6. Appended to this application, we give details of the participation of each party, including capital contribution and profit/loss agreements, to the joint venture/consortium/ association. We also specify the financial commitment in terms of the percentage of the value of the (each) Contract and the responsibilities for execution of the (each) Contract.

7. We confirm that in the event that we submit a proposal, that proposal as well as any resulting Contract will be.

(a) signed so as to legally bind all partners, jointly and severally; and

(b) submitted with a Joint Venture/ consortium/ association agreement providing the joint and several liability of all partners in the event the contract is awarded to us.

8. We certify that the information provided in the Expression of Interest document is correct and final to the best of our knowledge and nothing contained herein, is contrary to the facts as available with the firm's official record and that Pakistan Airports Authority (PAA) (the Employer) has complete right to disregard our application should it fail to meet any of their Expression of Interest criteria.

9. The undersigned declare that the statements made and the information provided in the duly completed application are complete, true, and correct in every detail.

Signed	Signed
Name	Name
For and on behalf of (name of Applicant or lead/ authorized partner/ member of a joint venture, consortium or association)	For and on behalf of (name(s) of other authorized partner(s)/ member(s) of a joint venture, consortium or association)

Application Form A-1

General Information

All individual firms and each partner of a Joint Venture applying for Expression of Interest are requested to complete the information in this form. For a JV, the Lead Partner and each participating member shall provide the required corporate, registration and ownership information, including nationality information for foreign owners or Applicants, as applicable under procurement requirements.

Sub-consultants may be proposed.

1.	Name of Firm	
2.	Head Office Address	
3.	Telephone	Contact Person: Name: Title:
4.	Fax	
5.	Email	Cell
6.	Place of Incorporation/Registration	Year of incorporation/registration

NAME AND NATIONALITY OF OWNERS		
	NAME	**NATIONALITY**
1.		
2.		
3.		
4.		
5.		

Application Form A-2

List of Consultancy Projects

Name of Applicant or partner of a joint venture

Complete the forms below, listing each successfully completed or ongoing project(s) under the applicable category of Consultancy services during past five (05) years. For each project listed, a separate Form A-3 must be submitted, accompanied by properly cross-referenced supporting documentation. Only projects listed in Form A-2 and substantiated through Form A-3 shall be considered for evaluation.

For foreign currency amounts, conversion to PKR shall be made using the State Bank of Pakistan exchange rate seven (07) days prior to submission deadline for evaluation purposes.

[1] EXPERIENCE OF THE FIRM IN CONSULTANCY ASSIGNMENT

Sr.	Name of the Project	Employer	Date(s) Commencement/ Completion (if any)	Cost (PKR)
1				
2				
3				
4				

Application Form A-3

Detail of Consultancy Experience for Completed/ Ongoing Projects

Name of Applicant or partner of a joint venture

Use a separate sheet for each contract and attach a substantiating document with each sheet to facilitate evaluation. The experience claimed must be completed or in progress within the last five (05) years and must satisfy the applicable category requirements.

For foreign currency amounts, conversion to PKR shall be made using the State Bank of Pakistan exchange rate seven (07) days prior to submission deadline for evaluation purposes

Assignment name:	Approx. value of the contract (in current PKR):
Country: Location within country:	Duration of assignment (months):
Name of Client Name of Contractor	Total No. of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in current PKR):
Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Narrative description of project:	
Description of actual services provided by your staff within the assignment:	

Application Form A-4

Joint Venture Summary (if applicable)

NAME OF ALL PARTNERS OF A JOINT VENTURE
1. Lead Partner
2. Local Partner
3. Partner

ANNUAL TURNOVER DATA (Equivalent in PKR, millions)				
Partner	**Page No.**	**Year….**	**Year -------**	**Year ------**
1. Lead Partner				
2. Partner				
3. Partner				
Total:				

ANNUAL WORKING CAPITAL (Equivalent in PKR, millions)				
Partner	**Page No.**	**Year….**	**Year….**	**Year…..**
1. Lead Partner				
2. Partner				
3. Partner				
Total:				

Application Form A-5

Litigation History

Name of Applicant or Partner of a Joint Venture

Applicants, including each of the partners of a joint venture, should provide information on any history of litigation or arbitration resulting from contracts executed or currently under execution (Instructions to Applicants, ***Clause 4.1).*** *A separate sheet should be used for each partner of the joint venture.*

Year	Award FOR or AGAINST Applicant	Name of Client, cause of litigation, and matter in dispute	Disputed amount (current value PKR or equivalent)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Application Form A-6

Additional Information

Name of Applicant or partner of a joint venture:

Sr.	Description	Attached	Not Attached
		Tick only one	
1	Mandatory Experience Requirement (Clause 3.2.1.1) – Chartering/Establishment of a University: documentary evidence of at least one (01) Qualifying Assignment in which the Applicant provided at least two (02) of the services (a) to (c) specified in Clause 3.2.1.1.		
2	Mandatory Experience Requirement (Clause 3.2.1.2) – Academic Framework Planning and Programme Accreditation: documentary evidence of at least one (01) Qualifying Assignment in which the Applicant provided the services specified in Clause 3.2.1.2 (a) to (c).		
3	Mandatory Experience Requirement (Clause 3.2.1.3) – Governance and Administrative Frameworks: documentary evidence of at least one (01) Qualifying Assignment in which the Applicant designed the services specified in Clause 3.2.1.3 (a) and (b).		
4	FBR Active Taxpayer registration/evidence and Sales Tax Registration with the relevant Revenue Board for the Single Entity/all local JV member(s), or registration with the relevant authority in the jurisdiction of registration for foreign JV member(s) (Clause 3.2.1.4).		
5	Valid SECP/Registrar of Firms registration certificate for the Single Entity/all local JV member(s); certificate of incorporation/registration in the country of origin for foreign JV member(s). Where SECP registration is not applicable to the Applicant's legal form: registration with the competent registration authority for that legal form, together with FBR registration/Active Taxpayer status/Professional Body license as applicable, and documentary evidence of legal status (Clause 3.2.1.5).		
6	Letter of Application (Annexure A), duly signed by the authorized representative of the Applicant (Clause 3.2.1.6).		
7	Form A-1 – General Information of the Applicant (Clause 3.2.1.7).		
8	JV Agreement or Letter of Intent (LOI) to form a JV, duly signed by all participating members and clearly identifying the Lead Partner and the partners (if applicable) (Clause 3.2.1.8).		
9	Joint Venture Summary on Application Form A-4 (if applicable) (Clause 3.2.1.9).		
10	Litigation History Form A-5 (if applicable), providing accurate and complete information regarding any litigation and/or arbitration and/or appeal(s) under PPRA Rules involving the firm or JV, arising from participation in procurements and/or contracts, either completed or under execution (Clause 3.2.1.10).		
11	Power of Attorney, on non-judicial Stamp Paper valuing PKR 500, specifically authorizing the authorized representative to sign and submit the shortlisting application on behalf of the Applicant/JV (Clause 3.2.1.11).		

12	Undertaking/Affidavit on non-judicial Stamp Paper of at least PKR 500 (as specified in Clause 3.2.1.12).		
13	Declaration regarding absence of actual or potential conflict of interest with the Employer, its staff, consultants, contractors or other entities engaged for the assignment (Clause 3.2.1.13).		

Note: Any other pertinent information in support of this shortlisting should also be furnished and details mentioned below.

Sr.	Description	Remarks

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS